



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

OFFICE OF ADMINISTRATION

October 29, 2019

Mr. Austin R. Evers
Executive Director
American Oversight
1030 15th Street, NW
Suite B255
Washington, DC 20005

RE: Freedom of Information Act Request
FOIA Control No.: 17-FI-HQ-02081

Dear Mr. Evers:

This letter is the eighth interim response to your Freedom of Information Act (FOIA) request dated and received on September 12, 2017. This FOIA request is currently the subject of litigation you filed in U.S. District Court for the District of Columbia, *American Oversight v. HUD*, Civil Action No. 18-0512. You asked for copies of the following Department of Housing and Urban Development records:

All emails sent or received (including carbon copies or blind carbon copies) from January 20, 2017, to the date the search is conducted, by the individuals listed below and any individual using a non-government address (that is, an address ending in a domain extension other than .gov, such as .com, .edu, .net, .org). Emails to or from a personal email address, including emails forwarding otherwise responsive records, are responsive to this request.

- Beth van Duyne
- John Gibbs
- Christopher Bourne
- Lynne Patton

Your request is granted in part. The Department has processed an additional 502 pages of the search results for this request and is releasing the pages deemed responsive. Enclosed is the second set of John Gibbs's emails. I am withholding cell phone numbers, access codes, and personal email addresses under Exemption 6 of the FOIA, because release of such information would constitute an unwarranted invasion of personal privacy. The interest of the general public in reviewing these portions of government documents does not outweigh the individuals' right to privacy.

Previous interim releases were sent on the following dates, with corresponding page counts listed:

- November 30, 2018 — 506 pages
- April 30, 2019 — 503 pages
- May 31, 2019 — 513 pages
- June 28, 2019 — 522 pages
- August 1, 2019 — 559 pages
- August 30, 2019 — 505 pages
- September 30, 2019 — 529 pages

The Department is continuing to review records that may be responsive to your request. Additional interim responses may be provided as this review progresses. At the completion of this review, a final response letter will be provided.

For your information, your FOIA request, including your identity and any information made available, is releasable to the public under subsequent FOIA requests. In responding to these requests, the Department does not release personal information, such as home address, telephone number, or Social Security number, all of which are protected from disclosure under FOIA Exemption 6.

If you have questions regarding your request, please contact Assistant United States Attorney Daniel Schaefer at (202) 252-2531 or Daniel.Schaefer@usdoj.gov. Thank you for your interest in the Department's programs and policies.

Sincerely,



Deborah R. Snowden
Deputy Chief FOIA Officer
Freedom of Information Act Branch
Office of the Executive Secretariat

Enclosures

From: Holly Fowler
Sent: 17 Oct 2017 08:08:58 -0400
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;DeAngelo Alexander;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: LFLP Detroit Call #4 Reminder + Draft Community Action Plan Tables
Attachments: LFLP Detroit CAP Tables_Draft.docx

Good morning, LFLP Detroit!

I am so excited to hear your voices and to be together virtually for tomorrow's first post-workshop call.

LFLP Detroit - Call #4

Date: Wed. October 17th

Time: 2:30-4:00 PM EDT

Audio: +1 240-454-0879

Meeting Code: (b)(6)

Online option: Go to www.webex.com, select "Join", and enter the information requested

Our agenda will be simple - to hear any updates from the community since the workshop and to review the draft action plan tables (attached).

Please take a few minutes to read through the draft action plan in advance of our call. Our shared objective is to ensure that the actions supporting each goal are relevant, accurate, and sufficiently detailed to enable implementation. This information will be incorporated into the larger final report we are preparing for you.

Speak with you tomorrow!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
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Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

GOAL 1: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Mackenzie is a public asset situated in a neighborhood that has previously supported both thriving businesses and densely populated residential streets. Currently, vacant buildings and deferred maintenance have created gaps in social touchpoints and blighted the landscape. These changes keep people from enjoying the neighborhood fully and inhibit the ability for neighbors and the school community to interact more frequently. Mackenzie can be central to repairing the social fabric of the neighborhood by serving as a clean, safe, central place, where the community can gather for intergenerational social events, neighborhood meetings, and recreational activities, particularly during the many hours that the building or grounds are not in use for school functions. The Barton-McFarlane Neighborhood Association is a key partner, mobilized and ready to support the restoration and development of the many acres around Mackenzie that in turn could provide walking paths, an urban orchard, community growing space, and environmental solutions (e.g. using native plants for stormwater management) for the benefit of all.

Action 1.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week.	
What this is and why it is important	Students need to feel safe going to/from school each day. Being able to walk, bicycle or scooter at least once or twice a day provides valuable exercise and increases time outdoors, both of which are associated with improved health. Experiencing a neighborhood outside of a car raises awareness and connection to the community (e.g. ability to talk to others along the route).
Measures of success	Clean environs (visible improvement) More kids walking or biking to school (#) Amount of time spent outside utilizing school assets (minutes)
Timeframe	Short – conduct a survey walk/bike to school Medium (warmer weather; perhaps April)
Lead	Detroit Biking Coalition Jeannette Cushway, FoodCorps Service Member @ Wayne State focused on physical education and based at Mackenzie
Supporting cast	Little Field & Elmira Block Groups Barton – McFarland Neighborhood Association Churches City Planning and Sustainability Departments Neighborhood Businesses
Costs and/or resources needed	A facilitator w/ expertise in walk audits. EPA toolkit on walk audits. Low cost staff involvement.

Action 1.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week.

Possible funding sources

Action 1.2: Present the Action Plan to both the PTA and the entire Mackenzie staff and get their input; provide a suggestion box for public input; and crowdsource walk obstacles from students.

What this is and why it is important

Need to know what people want. Inclusion. Increase buy-in.

Measures of success

People share what they want. Public support. Signed letter of support to get funding.

Timeframe

Short

Lead

Steering committee w/ Charlotte Gale lead on PTA
Kelly/Christine for engaging teachers
Zharia and Derek for student input

Supporting cast

Administration
Computer class for online survey
Student Council thinks of ways to get public involvement
Student leadership committee.

Costs and/or resources needed

Staff/volunteer time

Possible funding sources

Action 1.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood, set up food trucks at Mackenzie School, and share ideas for the space at the conclusion of the ride.

What this is and why it is important

Demonstrate the potential of Mackenzie to bring people together.
Raise awareness. Opportunity for suggestion box or survey of riders about street condition.

Measures of success

Student involvement (look into a student version of Slow Roll).
Activities that attract people. How many people from the neighborhood participate.

Timeframe

Medium (sometime in spring; there is a DPS/Slow Roll each week)

Lead

Monica Degarmo (initiate contact w/Slow Roll)

Supporting cast

Slow Roll
DPS Communications
DPD to block streets/keep riders safe

Costs and/or resources needed

Free event; low cost of custodial staff and organizing

Possible funding sources

N/A

Action 1.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader beautification program using murals and student/community driven public art.	
What this is and why it is important	Change perception of the area around the school. Student involvement is important opportunity for engagement.
Measures of success	Seeing 1 installation. Before/after survey of walking/biking to school. How many citizens or artists get involved.
Timeframe	Medium (spring/summer). Long (expansion of a program)
Lead	Steering committee walks to identify an art teacher or someone to work w/ city.
Supporting cast	Art students/Artists Eastern Market (contracts for mural there) Detroit Public Works.
Costs and/or resources needed	Medium for materials/paint (Look into paint type)
Possible funding sources	Our Town grant program, National Endowment for the Arts - https://www.arts.gov/grants-organizations/our-town/introduction

Action 1.5: Establishing clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed.	
What this is and why it is important	So we know what we can do. Keep community partnerships strong. Goodwill/trust. Permitting process easier.
Measures of success	More events/programs for community on property.
Timeframe	Short term.
Lead	Steering committee reaches out to community use director @ DPS
Supporting cast	Neighborhood Associations and Block Groups Detroit Food Policy Council Mona Ali District Manager for the area
Costs and/or resources needed	Low cost for research and organization.
Possible funding sources	

GOAL 2: Restore and reimagine the recreational spaces adjacent to Mackenzie

School athletic programs teach team-building, build strong bodies, enable leadership experience, and provide valuable, structured, non-classroom time for youth. Well-maintained and diverse recreational spaces enhance the value of schools and neighborhoods, encourage active lifestyles, and bring people together. The extensive grounds at Mackenzie hold the potential to support a variety of organized and organic (e.g. pick-up games, stroll with a friend) recreational pursuits (e.g. football, track, basketball, baseball, softball, nature-based walking paths) for students and community members alike. As there is

no formal green space within a two-mile radius of the school, the twelve acres of Mackenzie can be intentionally designed to serve as the “community’s park”.

Action 2.1: Convene meeting with Coach Tezz, Chuck, Alonte, Ron Coleman – Police Athletic League leads to learn about current use at Mackenzie.

What this is and why it is important	To understand limitations and opportunities. Sports – organized teams are in their domain. To get more people using facilities.
Measures of success	Measurements and needs for fields (football, baseball, etc.) documented.
Timeframe	School year (coordinate w/ first action on soliciting input)
Lead	Garden Collaborative Coach Tezz
Supporting cast	Sports clubs, school.
Costs and/or resources needed	Football field maintenance
Possible funding sources	Wayne State – RBI (Reviving Baseball in Inner Cities) grant

Action 2.2: Ask students, parents and faculty about what they want to see (survey, posters, classroom activity w/ maps)

What this is and why it is important	Get student buy-in. It’s school property; primary stakeholder. (Identify parent input opportunities.)
Measures of success	List of 3-4 priorities synthesized from parent survey, possibly conducted through drop-off. Classroom activity maps. Teacher input.
Timeframe	By end of school year (to allow phases for different parts of school – elementary and middle and parents).
Lead	Garden Collaborative Team
Supporting cast	Wayne State. PTA or parent club. Teachers. Food Corps member.
Costs and/or resources needed	Tomato costume (veggie squad) – captive audience. Time for collection and synthesizing. Printing costs.
Possible funding sources	

Action 2.3: Mow the grass and cleanup the property.

What this is and why it is important	Remind people this space is for kids and people by cleaning up trash and maintaining the entire property. Rebuild trust, pride, sense of safety. Show that there is progress and that this effort is intentional.
Measures of success	1) Identify contract specifics/terms of mowing in order not to violate contract/union rules. Determine maintenance responsibilities for trash pick-up. Are there any physical constraints leading to over-growth? 2) Depending on contract, engage with Green Corps students to clean up.

Action 2.3: Mow the grass and cleanup the property.	
	3) Long-term maintenance plan – cleanup and planting slow-growing/native plants.
Timeframe	1) ID method for clean-up: 1-2 months 2) Clean-up: By March, winter – Green Corps 3) End of school year (2019)
Lead	Garden Collaborative (Monica and Matt)
Supporting cast	Green Corps Felicia Venable, Sr. Exec. Dir. Of Operations Principal Possibly School Board Dr. Vitti
Costs and/or resources needed	Some equipment (mowing – in house) Dumpster (debris removal) Trash cans for the long-term
Possible funding sources	Can the city provide trash cans?

Action 2.4: Make and post signs around property (with phone number and email)	
What this is and why it is important	Highlight current activity. Share what could be. Reminder about appropriate behavior. Deter illegal activity.
Measures of success	1) Check ordinances and rules about sign posting. 2) Receive feedback from community about project – b/c heard from signs. 3) Less vandalism, trash.
Timeframe	Spring 2018
Lead	Garden Collaborative
Supporting cast	Wayne State Food Corps Teaches/school admins Drew Carpentry Shop.
Costs and/or resources needed	Materials (wood, etc.)
Possible funding sources	Donation from Home Depot, Lowe's Office of School Nutrition Budget requisition process

Action 2.5: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS. Contact DTE about downed power line/pole.	
What this is and why it is important	Understand physical/topographic limitations for future activities on the property.
Measures of success	1) Contact NRCS and County Conservation District 2) Contact Water Department

Action 2.5: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS. Contact DTE about downed power line/pole.	
	3) Maps/assessments received
Timeframe	Initial contact in 1 month. Resolution as soon as possible.
Lead	Matt and Monica shepherd requests up the chain.
Supporting cast	Sidney, etc. folks up the command chain. Matt to get maps from water district.
Costs and/or resources needed	County Conservation districts. NRCS.
Possible funding sources	

GOAL 3: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

The large size of the Mackenzie School property presents a unique opportunity to significantly increase classroom capacity for teachers and students by creating intentional space for environmental education and programming outside of the current school structure. A handful of garden beds on the site already provide an engagement tool for students, but increasing their number and diversifying what is produced will allow more students to use these spaces for more subject lessons more frequently. Adding clear pathways, informational signage, seating, covered work space, tools, and utilities (e.g. sinks and restrooms) will further enhance the functionality of the grounds for collaboration, reflection, and skills-building activities. A well-equipped, thoughtfully designed, facilitated, and carefully maintained “center” will enable more holistic pedagogy, beautify the school property, enhance the attractiveness of the neighborhood, and inspire all those that interact with the space.

Action 3.1: Gather input from teachers (staff room, class room)	
What this is and why it is important	Teachers will have valuable insights about curriculum needs and ideas about learning strategies that will work best in an outdoor space.
Measures of success	Teachers actively documenting, sharing and discussing ideas. Number of teachers engaged / ranked by interest. Ask/survey for recognition.
Timeframe	1-3 months
Lead	Charlotte Gale YMS Brownfield Kelly Landon
Supporting cast	Felicia Branch Maggie King Monica Degarmo Former Mackenzie High administrators
Costs and/or resources needed	Time Teacher schedules Room reservation for meeting Process for capturing input.

Action 3.1: Gather input from teachers (staff room, class room)**Possible funding sources****Action 3.2: Gather input from students.**

What this is and why it is important	Students have ideas of what they would like to see be part of the learning center as well. Their engagement will establish a sense of ownership and entice use. Their involvement will create a sense of legacy, feeling that they were part of the history of the school. Empowering students to ask one another for their ideas about the project creates leadership opportunities.
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Measures of success	Student participation/"taking up for it" Visible/tangible input/idea reporting Focus group or student leadership team is formed Garden mentorship program formed
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Timeframe	1-3 months.
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Lead	Derek Hightower and Zharia Akeen Ms. Kelley Landon.
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Supporting cast	Student council Sports teams (baseball players) Coach Perry Girls basketball coach (Shalenda Hamson) Ms. Porich (Healthy Kids Club) Garden Club members/advisors
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Costs and/or resources needed	Time, schedules, determine format for capturing input
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Possible funding sources**Action 3.3: Meeting with Mackenzie principal and Detroit Public Schools leadership.**

What this is and why it is important	Document the procedures for how to develop the Mackenzie property. Find out what's possible and what their interests/concerns are.
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Measures of success	Getting a meeting w/ dedicated time and the right person or people. List of yes/no/priorities/standards from them (next steps). 2 nd meeting.
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Timeframe	4-6 months
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Lead	Monica Degarmo
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Supporting cast	Version of LFLP Steering Committee that agrees to manage the action plan implementation process Lisa Philips, Principal at Cass Tech Sidney Vincent, Director, Office of School Nutrition Dept. Head (e.g. science)
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Costs and/or resources needed	Time, patience, persistence Put together a really good presentation that includes: why outdoor
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Action 3.3: Meeting with Mackenzie principal and Detroit Public Schools leadership.

	education is important, benefits to students
Possible funding sources	

Action 3.4: Create temporary visual indicator of the space.

What this is and why it is important	More access after school. Welcoming – beautification. Show history of space. Use for various curriculum (history, math, science, reading, etc.). Teacher appreciates dedicated outdoor space and more space. Additional classroom. Help students buy-in/part of school
Measures of success	Signs are placed at gate b/w teacher parking lot and field, next to garden beds (raised), and wherever classroom space is proposed
Timeframe	Ready for spring (April 1 st)
Lead	Charlotte Gale Jeannette Cushway, Wayne State Food Crops Service member
Supporting cast	Derek and Zharia Art teachers Drew teacher / muralist Principal. Payne / grounds keeping service vendor Ms. Kris (cheerleading coach) Students to help make the signs.
Costs and/or resources needed	\$500 – Chalkboard paint, printing, wooden stakes, poster board
Possible funding sources	Donations from Lowe's and Home Depot Class time

Action 3.5: Have a garden education event.

What this is and why it is important	Catalyst for engagement. Positive press for future fundraising. Motivate administration. May inspire others. Skills development. Seed sale / plant sale. Recruitment of volunteers. Permitting process easier.
Measures of success	People come. Positive feedback/responses from attendees. Increased engagement and interest. Detroit Free Press story.
Timeframe	Ready for May 2018.
Lead	Some combination of parent, teacher, staff, student from Mackenzie Derek
Supporting cast	MSU Extension Matt Harris Food Corps Members Office of School Nutrition Emerging leaders among teachers and students Brandy Master Gardeners

Action 3.5: Have a garden education event.	
	Mona Ali
Costs and/or resources needed	Best practices of Harvest Festival DPS High School announcements Time Event planning guidance Materials depending (e.g. seed packets, parents) Volunteers
Possible funding sources	

From: Lee, Regina A on behalf of Taffet, Clifford
Sent: 7 Jun 2017 13:01:27 +0000
To: Constantine, Peter J; Arigoni, Danielle M; Dykgraaf, Kathryn C; Martinez, Michael J; Rosenberg, Jessica L; Wallington, Joanne C; Hensley, Henry; Tse, Yennie Y; Hennessy, Matthew L; Yearwood, Marcelline; Forero, Jaime E; Bohnet, Brooke M; Friedman, Naomi E; Beckles, Angela L; Riley, Rachel M; Gerecke, Sarah S; Hoban-Moore, Patricia A; Brown, Victoria C; Walsh, Christopher K; Kelly, Holly A
Cc: Wanzer, Terri L (b)(6) Marcus D; Gibbs, John
Subject: 2nd - PBEC Training and Capacity Building Subcommittee Meeting - Conf. Call
Info: (888) 363-4749 - Code: (b)(6) - (R. LEE)
Attachments: HUD Resources for SMEs.docx, Difficulty vs Importance Matrix.docx

5/30/2017 – Greetings All: Changed to new date and time (from 5/31 @9:00am). Thanks.

HUD RESOURCES

CART

CART is a reference tool designed by the US Department of Housing and Urban Development to display HUD's investments in communities across the United States. Use the Search bar to enter a name of a City, County, Metropolitan Area or State to see many of HUD's investments or use the Advanced Search for more options. CART can easily generate reports in PDF and Excel.

eGIS

The HUD eGIS Storefront is an easy-to-use site where users can search for and discover HUD's geospatial datasets, application programming interfaces (APIs), web-based mapping tools, and other eGIS initiatives.

- [HUD Geospatial Data](#): Your source for all HUD Geospatial data. Use our Geospatial Portal to quickly and easily find the datasets you need.
- [eGIS Applications](#): Find a HUD enterprise Geographic Information Systems (eGIS) application, including CPD Maps, EZ/RC Locator and many more.
- [HUD eGIS Documentation](#): Learn more about HUD's data offerings, including data dictionaries for our hosted datasets as well as API usage examples.

HUD Exchange

The HUD Exchange is an online platform for providing program information, guidance, services, and tools to HUD's community partners, including state and local governments, nonprofit organizations, Continuums of Care (CoCs), Public Housing Authorities (PHAs), tribes, and partners of these organizations.

The HUD Exchange provides resources and assistance to support HUD's community partners including:

- **Programs and Related Topics**
 - [Program and Related Topic pages](#) | Find home pages for HUD programs, systems, and related topics to help communities administer their programs.
 - [Policy Areas](#) | Learn more about what HUD is doing to support selected policy areas. Featured policy areas include affordable housing development and preservation, community and economic development, environment and energy, fair housing, ending homelessness, homeownership, rental assistance, and supportive housing and services.
- **Resources**
 - [Resource Library](#) | Explore featured publications and browse regulations, policy guidance, toolkits, and other resources.

- [Sustainable Communities Initiative Resource Library](#) | Browse plans, toolkits, reports, webinars, and factsheets from the Regional Planning and Community Challenge grants.
 - [Frequently Asked Questions](#) | Find answers to frequently asked questions grouped by program, system, and topics.
- **Trainings**
 - [Trainings](#) | Find and register for upcoming and online trainings, and view and download materials from previously held trainings.
- **Program Support**
 - [Ask A Question](#) | Ask policy and reporting system questions and receive answers from HUD.
 - [Request Program Assistance](#) | Request in-depth assistance with implementing a HUD-funded program.
- **Grantee Data and Profiles**
 - [Grantee Profiles](#) | Find contact information, reports, awards, and jurisdiction information for organizations that receive HUD funding.
 - [Awards and Allocations](#) | View award data for CDBG, CoC, ESG, HOME, HOPWA, and NSP.
- **News**
 - [Email Updates](#) | Subscribe to email updates for the latest policy changes and guidance, critical deadlines, and upcoming trainings.
 - [News](#) | View the latest news related to policy changes and guidance, training opportunities, and critical deadlines.

Other Resources

- [HUD@Work Place-Based Portal](#) | Learn about the status and FAQ of place-based efforts at HUD on this internal-to-HUD webpage within HUD@Work.
- [SME Network OneDrive Folder](#) | View high-level informational files regarding the SME Network in this shared online folder.
- [Strong Cities, Strong Communities Initiative](#) | View reports, best practices, and stories from the interagency SC2 Initiative projects across the US.
- [National Resource Network](#) | Explore reports and resources from the National Resource Network technical assistance group.

Luxury

Strategic

Least
Difficult
Most
Difficult

Least Important

Most Important

Low hanging fruit

High ROI

From: Holly Fowler
Sent: 24 Aug 2017 13:00:53 -0400
To: Monica Degarmo;Christine Brownfield;Dean Hay;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Matthew Hargis;Rosa Glover-Adams;Skyla Butts;William Davis;Gibbs, John;Jon Grosshans;jenna.segal@fns.usda.gov;Desiree Hatcher;Marisa Jones;Devita Davison;(b)(6);Alexa Bush;Alycia Meriweather;Angela Hojnacki;DeAngelo Alexander;Felicia Venable;Gabe Leland;Isaac Robinson;Joel Howarani Heeres;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam;amy@detroitfoodpc.org;olivia@detroitfoodpc.org;cassandra.vandam@foodcorps.org;charlotte.gale@foodcorps.org
Cc: Michelle Madeley;Mike Callahan;Batcher, Ronald - AMS
Subject: LFLP Detroit - Call #2 - NOTES
Attachments: LFLP Detroit_Call 2 NOTES.docx

Hello LFLP Detroit Steering Committee, Federal Partners, and Support Team Members,

Thank you to all who were able to join the second workshop planning call yesterday. We appreciated hearing your insights following the community self-assessment, updates, and ideas. We welcomed new voices to the conversation as well.

Please find attached the notes from the call, which include the following **next steps** in advance of our next call:

- Continue to identify potential workshop participants and their contact information (community to send suggestions to Monica)
- Confirm workshop venue and logistics (Monica and Steering Committee)
- Customize workshop outreach materials - flyer, text invitation, RSVP survey (TA Team w/Monica and Steering Committee)

I will send a reminder and agenda for **Call #3** (Sept. 11 at 2pm) in a couple of weeks. If you have any questions or concerns, please do not hesitate to be in touch with Monica or me.

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
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Local Foods, Local Places – Detroit, MI

Call 2 Notes | Wednesday August 23, 2017 | 1:30-3:00 PM EST

Participants

Technical Assistance Team

- ✓ Holly Fowler, CEO, Northbound Ventures
- ✓ Mike Callahan, Project Manager, Renaissance Planning

Federal Agency Partners/Invited Partners

- ✓ Michelle Madeley, Office of Sustainable Communities, U.S. EPA
- ✓ John Gibbs, HUD
- ✓ Desiree Hatcher, Community Development Director, Federal Reserve Bank of Chicago
- Jenna Segal, Farm to School Midwest Regional Lead, USDA FNS
- Jon Grosshans, Community Planner, U.S. EPA Region 5
- Marisa Jones, Healthy Communities Manager, Safe Routes Partnership
- Devita Davison, Marketing and Communications Director, Food Lab Detroit

Local Steering Committee

- ✓ **Community POC** | Monica DeGarmo, Program Manager - Office of School Nutrition, Detroit Public Schools Community District (DPSCD)
- ✓ Christine Brownfield, Mackenzie Elementary-Middle School Teacher, DPSCD
- ✓ Dean Hay, Director of Green Infrastructure & ISA Arborist, The Greening of Detroit
- ✓ Skyla Butts, Asst. Director Health & Wellness Promotion - Office of School Nutrition, DPSCD
- ✓ Matthew Hargis, Farm Manager - Office of School Nutrition, DPSCD
- ✓ Kevin Frank, District Head Chef - Office of School Nutrition, DPSCD
- Rosa Glover-Adams, Mackenzie Elementary-Middle School Assistant Principal, DPSCD
- Coach Tezz, Mackenzie Youth Football Coach, DPSCD
- Kristine Hahn, Community Educator, Michigan State University Extension
- Kelly Landin, Mackenzie Elementary-Middle School Teacher, DPSCD
- Karen Whitsett, President, Grow Little Field Block Club
- William Davis, Barton-McFarland Neighborhood Association

Support Team Members

- ✓ Winona Bynam, President, Detroit Food Policy Council
- ✓ Amy Kuras, Research & Policy Program Manager, Detroit Food Policy Council
- ✓ Olivia Henry, Youth Programs Coordinator, Detroit Food Policy Council
- ✓ Charlotte Gale, FoodCorps Service Member, DPSCD
- ✓ Cassandra Van Dam, FoodCorps Service Member, DPSCD
- ✓ Brandon Copeland, Vice President, Elmira Valley Wood Block Club
- ✓ Tracey Hixon, Secretary, Elmira Valley Wood Block Club
- ✓ Brittany Brown, Member, Elmira Valley Wood Block Club

Call Purpose

- Community updates
- Self-assessment findings and review goals
- Workshop agenda and logistics (e.g. meeting venue, community tour sites, timing, translation)
- Stakeholder list and contact information
- Review workshop flyer and invitations, plan for outreach

Community updates

- Upgrades to neighboring buildings and gardens is underway
- New principals announced for both the Mackenzie and Breithaupt schools

Self-assessment review

- Affirmed the community's intention to use "food as a catalyst" for change around three anchor schools
- Recreational space discussed in Call #1 needs to be more explicitly a focus of the workshop goals
- Workforce development should be a specific goal area or intentionally integrated into other goals

Affirm project purpose and goals (revised based on group discussion)

Cross-cutting themes: food as a catalyst for change; opportunities for skills development and employment

- Restore and reimagine the recreational spaces adjacent to Mackenzie
- Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School
- Create new opportunities for community engagement/connectivity between Mackenzie students, their families, and neighborhood residents

Review draft workshop agenda and discuss meeting logistics

- The "meet and greet" lunch for the Steering Committee and out of town guests (Federal partners and facilitators) on Day 1 may be able to be hosted and served by students at the Breithaupt.
- Transportation for the group (15-20 people) will be needed between Breithaupt and Mackenzie/Drew. District vehicles may be available for this purpose. Monica will check on this.
- Monica has upcoming meetings with the new administrators at both Mackenzie and Breithaupt and will confirm meeting venue(s) for the workshop (Mackenzie for Day 1 and Drew for Day 2).
- Day 1 evening session should be held 5-8PM.
- Monica and the Steering Committee will research options to provide light snacks for Monday evening's session on Sept. 25 (workshop friendly-food) and options for lunch on Tuesday Sept. 26th (order in, bring your own, provided by district).
- No translation assistance is requested.

Discuss strategy for participant identification and outreach

- It was advised to broaden the outreach and invite list to include those identified in the community self-assessment (e.g. Eastern Market Corporation, MSU Extension, Detroit Food & Fitness, new Director of Sustainability, Detroit Community Markets, Forgotten Harvest, faith-based organizations, etc.)
- Michelle Madeley will provide talking points about the program that may be used in a community press release to attract media to the event.
- Other channels for promoting the workshop include community newsletters and social media.
- Once the workshop venues are confirmed, Mike and Holly will customize the flyer and invitation for the community to use in its outreach efforts. This flyer can incorporate photos and logos as provided by Monica.

Key Dates

- **Call #3:** Mon. 9/11/17 2:00 PM – 3:30 PM EST
Audio: [+1 240-454-0879](tel:+12404540879) | Meeting #: (b)(6) | www.webex.com and select "Join"
- **Workshop:** September 25-26, 2017
Day 1: September 25th (12-8pm)
Day 2: September 26th (9-5pm)

From: C. Banks
Sent: 7 Sep 2017 18:46:03 -0400
To: Carrie Sheffield
Cc: Gibbs, John; John Gibbs; Sehra Eusufzai; Hanz Odaga
Subject: Re: HUD at Silicon Harlem

John and Carrie,
Adding my team to move this forward.

John,
We are honored to have you join us.

Clayton Banks
CEO

On Sep 7, 2017 5:55 PM, "Carrie Sheffield" <sheffield.carrie@gmail.com> wrote:
Hi Clayton, please meet the amazing John Gibbs, who works with Dr. Carson at HUD. He is a friend of Bold (fyi, John, Clayton is a Bold adviser) and former Bold Contributor. John has degrees from Stanford, Harvard and worked at Apple. He has graciously expressed interest in speaking at the Oct. 27 Silicon Harlem event--could you share more about logistics of the event? e.g. timing, topic, formate etc.

Thank you!
Carrie



Carrie Sheffield
Founder, Bold
t.202-306-8509
Website



From: Mona Ali
Sent: 12 Sep 2017 00:15:05 -0400
To: hahnk@anr.msu.edu;desiree.hatcher@chi.frb.org;winona@detroitfoodpc.org;Alycia.meriweather@detroitk12.org;christine.brownfield@detroitk12.org;deangelo.alexander@detroitk12.org;Felicia.venable@detroitk12.org;kelly.landin@detroitk12.org;kevin.frank@detroitk12.org;matthew.hargis@detroitk12.org;monica.degarmo@detroitk12.org;rosa.adams@detroitk12.org;sidney.vinson@detroitk12.org;skyla.butts@detroitk12.org;Alexa Bush;Gabe Leland;Isaac Robinson;grosshans.jon@epa.gov;ahojnacki@fairfoodnetwork.org;charlotte.gale@foodcorps.org;devita@foodlabdetroit.com;(b)(6);dean@greeningofdetroit.com;Gibbs, John (b)(6) holly@northboundventures.com;marisa@saferoutespartnership.org;(b)(6)
Cc: mcallahan@ciesthatwork.com;madeley.michelle@epa.gov
Subject: Re: LFLP Detroit - Call #3 Notes, Stakeholder List, and Outreach Materials

Thanks Holly! Would you like us to share this with our eblast list? or are we targeting the more direct neighborhoods.

Mona Ali
District 7 Deputy Manager
Department of Neighborhoods
Phone: 313.236.3540
Email: AliM@DetroitMI.Gov

Michael E. Duggan, Mayor
City of Detroit



>>> Holly Fowler <holly@northboundventures.com> 09/11/17 6:13 PM >>>
Hello LFLP Detroit Steering Committee, Support Team, and Federal Partners,
Thank you to everyone able to join this afternoon's final prep call for the upcoming September 25th-26th workshop. All planning seems to be in order thanks to your hard work there. Please find attached the following items, most of which are designed to assist you all in the outreach process over the next couple of weeks. Monica can reply to all with any corrections or additional instructions.

- **Call #3 Notes:** Please review for items discussed on this afternoon's call

- **Workshop Invite List:** Please review and respond to Monica directly with contact information for additional invitees
- **Workshop Flyer:** Please use this updated version for outreach
- **Workshop Invitation:** Please use this updated version. This text is helpful for copying or attaching to an email as you send invitations to workshop participants
- **Full Agenda:** This includes information for the Community Tour and Lunch on Day 1 (9/25)
- **Workshop Agenda:** This agenda includes information for the formal workshop sessions only (9/25 in the evening and all day 9/26)

If you have any questions or concerns, please do not hesitate to be in touch with Monica and/or me directly. See you soon in person!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com



From: Kathy Garner
Sent: 31 Aug 2017 12:38:21 -0500
To: aellard@hattiesburgms.com
Cc: 'Myrtis Franke' (b)(6); jdukesjr@jdukeslaw.com
Subject: Sheley Place
Importance: High

Andrew –

Welcome back to Hattiesburg! As we discussed this morning, the relocation files for the above project are considered client files and all contain private and sensitive data. I have offered full access to the Jackson Field Office to these files at my office, but I am uncomfortable if they are transported from the office. In all my years as a grant administrator, neither Federal nor State monitors have removed entire client files from site. Shortly after the actual relocation of the clients (over a year ago), city staff asked for a copy of the files and they were given without redaction. This should not have happened. These are the partial files you have on site. In addition, as you know, the actual relocation of clients is not the end of the process and so files that the City has are incomplete.

I ask that the HUD staff be referred to our office for access to the complete files and that, if HUD staff wishes to take the City's files with them, the files be redacted of confidential data, including but not limited to name, SSN, and medical information. I suggest you speak with the city attorney concerning release of these files and the city's confidentiality policy. If you have any questions, please give me a call. Thank you.



Kathryn M. Garner, Executive Director
AIDS Services Coalition
P.O. Box 169
Hattiesburg, MS 39403-0169
601-450-4286
Fax 601-450-4285

www.ascms.org

"Thou shalt not be a perpetrator; thou shalt not be a victim; and thou shalt never, but never, be a bystander."

Washington Holocaust Museum

The AIDS Services Coalition does not discriminate on the basis of race, sex, gender identification, sexual orientation, marital status, national origin, ethnicity, religion, HIV/AIDS status, homeless status, mental disability or income.

From: Laura Kroeger
Sent: 23 Oct 2017 18:06:51 +0000
To: Rackleff, Neal J;Gaines, Ralph H;Bryon, Jemine A;Suchar, Norman A;Sardone, Virginia;Gibbs, John;Steinbauer, Shannon E;Burley, Michael N
Cc: Schaaf, Libby (b)(6);Karchmer, Joanne (JKarchmer@oaklandnet.com)
Subject: Oakland Mayor-HUD meeting - thank you

Good afternoon,

On behalf of Oakland Mayor Libby Schaaf, I wanted to thank all of you for being so generous with your time and knowledge on Tuesday during our meeting. We are eager to keep in touch on a number of issues discussed, and grateful for the opportunity to touch upon so many topics in such a short amount of time.

We look forward to further discussions on how Oakland can be at the forefront of safe, accessible, and affordable housing issues going forward.

Thank you,

Laura Kroeger
Associate, Washington, DC Office
Townsend Public Affairs, Inc.
600 Pennsylvania Avenue SE, Suite 207
Washington, DC 20003
o: 949-208-3043 m: (b)(6)
lkroeger@townsendpa.com
www.TownsendPA.com

From: Holly Fowler
Sent: 27 Sep 2017 14:12:09 -0400
To: Monica Degarmo;Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Rosa Glover-Adams;Skyla Butts;William Davis;Alexa Bush;Alycia Meriweather;Angela Hojnacki;DeAngelo Alexander;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam;charlotte.gale@foodcorps.org
Cc: Mike Callahan;Michelle Madeley
Subject: LFLP Detroit - Workshop Presentations + Next Steps

Hello LFLP Detroit Steering Committee and Federal Partners,

It was a pleasure and privilege to be in Detroit and to be welcomed by the Mackenzie community and at the Drew Transition Center these past two days for the Local Foods, Local Places Detroit workshop. We are especially grateful to Monica Degarmo and the entire DPSCD Office of School Nutrition, who as a team managed dynamic logistics, delivered delicious nourishment to keep participants fueled, and contributed invaluable insights to the process. While turnout was lighter than expected, the expertise in the room did not disappoint. The contributions of student leaders, neighborhood representatives, and teachers in particular were appreciated.

As promised, presentations from both days are available to download from this link:
<https://we.tl/dJws3iLvNZ>

I will be sending a Doodle poll in the coming days to schedule our remaining three (3) calls over the next 6-8 weeks. During these calls, we will review the action plan tables for accuracy and completion and then the final full report in advance of closing out our technical assistance.

Thank you for a successful workshop and look for a doodle poll soon.

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

☒ ☒ ☒

From: John Gibbs
Sent: 9 Sep 2017 09:37:47 -0400
To: C. Banks
Cc: Carrie Sheffield;Gibbs, John;Sehra Eusufzai;Hanz Odaga
Subject: Re: HUD at Silicon Harlem

Hello Clayton,

Very glad to meet you!

As for background, in addition to the details Carrie shared, I have experience working in Silicon Valley, including startups, and was formerly a software engineer there. My undergrad degree was Computer Science.

I look forward to being a small part of the great work you're doing.

Please let me know the details of Oct. 27th: Topic, length, audience, etc.

Thank you,

- John Gibbs

On Thu, Sep 7, 2017 at 6:46 PM, C. Banks <embertime@gmail.com> wrote:
John and Carrie,
Adding my team to move this forward.

John,
We are honored to have you join us.

Clayton Banks
CEO

On Sep 7, 2017 5:55 PM, "Carrie Sheffield" <sheffield.carrie@gmail.com> wrote:
Hi Clayton, please meet the amazing John Gibbs, who works with Dr. Carson at HUD. He is a friend of Bold (fyi, John, Clayton is a Bold adviser) and former Bold Contributor. John has degrees from Stanford, Harvard and worked at Apple. He has graciously expressed interest in speaking at the Oct. 27 Silicon Harlem event--could you share more about logistics of the event? e.g. timing, topic, format etc.

Thank you!
Carrie



Carrie Sheffield
Founder, Bold
t.202-306-8509
Website



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This message solely and strictly reflects only the personal views of the sender, and in no way represents the views or positions of the US government.

From: Kramer, Melissa
Sent: 17 Jul 2017 11:07:35 +0000
To: Kramer, Melissa; Alex Holland; Amanda Allen; Angela Callie; Bill Triplett; Carlos Coleman; Christine Sorensen; Debra Tropp; Hiwot Gebremariam; James Barham; Jason Broehm; Ken Keck; Naomi Friedman; Samantha Schaffstall; Sara James; Steve Cerny; Terry O'Toole; Thomas Berry; Tricia Kovacs; Alexander, Geoff; Bertaina, Stephanie; Foster, John; Hamilton, Luctrician; Madeley, Michelle; Okeefe, Erin; Jason Espie; Katharine Ange; Alan Steinbeck; Alana Brasier; Mike Callahan; Carol Rodriguez; Manuel Ochoa; Jamie Davenport; Tim Oconnell; Ron Batcher; Vega-Labiosa, Americo J - AMS; Jen Walker; David Guthrie; Laura Kettel-Kahn; Holly Fowler; Andrea Guerrero; Kackar, Adhir
Cc: Kashdan, Alix; Agans, Suzette M; Gibbs, John; Miller, Lucy
Subject: FW: LFLP Weekly Check-in with Contractors and Federal Partners
Attachments: Untitled, Untitled, Untitled, Untitled, Untitled

-----Original Appointment-----

From: Kramer, Melissa [mailto:Kramer.Melissa@epa.gov]
Sent: Thursday, February 23, 2017 2:57 PM
To: Kramer, Melissa; Alex Holland ; Amanda Allen ; Angela Callie; Bill Triplett; Carlos Coleman; Christine Sorensen; Debra Tropp ; Hiwot Gebremariam; James Barham; Jason Broehm; Ken Keck; Naomi Friedman; Samantha Schaffstall; Sara James ; Cerny, Stephen A; Terry O'Toole; Thomas Berry; Tricia Kovacs; Alexander, Geoff; Bertaina, Stephanie; Foster, John; Hamilton, Luctrician; Madeley, Michelle; Okeefe, Erin; Jason Espie; Katharine Ange; Alan Steinbeck; Alana Brasier; Mike Callahan; Carol Rodriguez; Carolina Buitrago; Manuel Ochoa; Jamie Davenport; Tim Oconnell; Ron Batcher; Vega-Labiosa, Americo J - AMS; Jen Walker; David Guthrie; Laura Kettel-Kahn; Holly Fowler
Cc: Kashdan, Alix; Agans, Suzette M; Jayapaul-Philip, Bina (CDC/ONDIEH/NCCDPHP)
Subject: LFLP Weekly Check-in with Contractors and Federal Partners
When: Occurs every Wednesday effective 2/15/2017 until 12/20/2017 from 12:00 PM to 1:00 PM Eastern Standard Time.
Where: Dial-In Number: (866) 299-3188; Conference Code: (b)(6)

Link to the project tracking spreadsheet:

https://docs.google.com/spreadsheets/d/1DVNZ_HNQ8KtxkFxYkRJeJn6gkPc4aFL5inUY-8QovOE/edit#gid=0

Sent: 10 Apr 2018 16:11:24 +0000
To: Manuel Ochoa;Kramer, Melissa;Alex Holland;Amanda Allen;Angela Callie;Bill Triplett;Carlos Coleman;Christine Sorensen;Debra Tropp;Hiwot Gebremariam;James Barham;Jason Broehm;Ken Keck;Friedman, Naomi E;Samantha Schaffstall;Sara James;Cerny, Stephen A;Terry O'Toole;Thomas Berry;Tricia Kovacs;Alexander, Geoff;Bertaina, Stephanie;Foster, John;Hamilton, Luctrician;Madeley, Michelle;Okeefe, Erin;Jason Espie;Katharine Ange;Alan Steinbeck;Alana Brasier;Mike Callahan;Carol Rodriguez;Carolina Buitrago;Jamie Davenport;Tim Oconnell;Ron Batchter;Vega-Labiosa, Americo J - AMS;Jen Walker;David Guthrie;Laura Kettel-Kahn;Holly Fowler
Cc: Kashdan, Alix;Agans, Suzette M;Gibbs, John
Subject:

Sent: 10 Apr 2018 16:11:24 +0000

To: Cerny, Stephen A;Friedman, Naomi E;Kramer, Melissa;Alex Holland;Amanda Allen;Angela Callie;Bill Triplett;Carlos Coleman;Christine Sorensen;Debra Tropp;Hiwot Gebremariam;James Barham;Jason Broehm;Ken Keck;Friedman, Naomi E;Samantha Schaffstall;Sara James;Cerny, Stephen A;Terry O'Toole;Thomas Berry;Tricia Kovacs;Alexander, Geoff;Bertaina, Stephanie;Foster, John;Hamilton, Luctrician;Madeley, Michelle;Okeefe, Erin;Jason Espie;Katharine Ange;Alan Steinbeck;Alana Brasier;Mike Callahan;Carol Rodriguez;Carolina Buitrago;Manuel Ochoa;Jamie Davenport;Tim Oconnell;Ron Batcher;Vega-Labiosa, Americo J - AMS;Jen Walker;David Guthrie;Laura Kettel-Kahn;Holly Fowler

Cc: Agans, Suzette M;Kashdan, Alix;Agans, Suzette M;Gibbs, John;Caroline Dwyer

Subject:

Sent: 10 Apr 2018 16:11:24 +0000
To: Friedman, Naomi E;Cerny, Stephen A;Alexander, Geoff;Ken Keck;Friedman, Naomi E;Cerny, Stephen A;Kramer, Melissa;Alex Holland;Amanda Allen;Angela Callie;Bill Triplett;Carlos Coleman;Christine Sorensen;Debra Tropp;Gregory Dale;Hiwot Gebremariam;James Barham;Jason Broehm;Naomi Friedman;Samantha Schaffstall;Sara James;Steve Cerny;Terry O'Toole;Thomas Berry;Tricia Kovacs;Bertaina, Stephanie;Foster, John;Hamilton, Luctrician;Madeley, Michelle;Okeefe, Erin;Jason Espie;Katharine Ange;Alan Steinbeck;Alana Brasier;Mike Callahan;Carol Rodriguez;Manuel Ochoa;Jamie Davenport;Tim Oconnell;Ron Batchter;Vega-Labiosa, Americo J - AMS;Jen Walker;David Guthrie;Laura Kettel-Kahn;Holly Fowler;Andrea Guerrero;Kumar, Chitra;Kackar, Adhir
Cc: Agans, Suzette M;Agans, Suzette M;Kashdan, Alix;Agans, Suzette M;Gibbs, John
Subject: LFLP Weekly Check-in with Contractors and Federal Partners -- Round 3 Debrief

Link to the project tracking spreadsheet:

https://docs.google.com/spreadsheets/d/1DVNZ_HNQ8KtxkFxYkRJeJn6gkPc4aFL5inUY-8QovOE/edit#gid=0

Sent: 10 Apr 2018 16:11:24 +0000

To: Tricia Kovacs;Kramer, Melissa;Alex Holland;Amanda Allen;Angela Callie;Bill Triplett;Carlos Coleman;Christine Sorensen;Debra Tropp;Hiwot Gebremariam;James Barham;Jason Broehm;Ken Keck;Naomi Friedman;Samantha Schaffstall;Sara James;Steve Cerny;Terry O'Toole;Thomas Berry;Alexander, Geoff;Bertaina, Stephanie;Foster, John;Hamilton, Luctrician;Madeley, Michelle;Okeefe, Erin;Jason Espie;Katharine Ange;Alan Steinbeck;Alana Brasier;Mike Callahan;Carol Rodriguez;Manuel Ochoa;Jamie Davenport;Tim Oconnell;Ron Batcher;Vega-Labiosa, Americo J - AMS;Jen Walker;David Guthrie;Laura Kettel-Kahn;Holly Fowler;Andrea Guerrero;Kackar, Adhir

Cc: Kashdan, Alix;Agans, Suzette M;Gibbs, John;Miller, Lucy;Kathleen Rooney

Subject:

Sent: 10 Apr 2018 16:11:24 +0000
To: Kramer, Melissa;Alex Holland;Amanda Allen;Angela Callie;Bill Triplett;Carlos Coleman;Christine Sorensen;Debra Tropp;Hiwot Gebremariam;James Barham;Jason Broehm;Ken Keck;Naomi Friedman;Samantha Schaffstall;Sara James;Steve Cerny;Terry O'Toole;Thomas Berry;Tricia Kovacs;Alexander, Geoff;Bertaina, Stephanie;Foster, John;Hamilton, Luctrician;Madeley, Michelle;Okeefe, Erin;Jason Espie;Katharine Ange;Alan Steinbeck;Alana Brasier;Mike Callahan;Manuel Ochoa;Jamie Davenport;Tim Oconnell;Ron Batcher;Vega-Labiosa, Americo J - AMS;Jen Walker;David Guthrie;Laura Kettel-Kahn;Holly Fowler;Andrea Guerrero;Kackar, Adhir;Carol Rodriguez
Cc: Kashdan, Alix;Agans, Suzette M;Gibbs, John
Subject:

From: Christine Brownfield
Sent: 23 Aug 2017 13:45:24 +0000
To: Holly Fowler; Monica Degarmo; Dean Hay; Karen Whitsett; Kelly Landin; Kevin Frank; Kristine Hahn; Matthew Hargis; Rosa Glover-Adams; Skyla Butts; William Davis; Gibbs, John; Jon Grosshans; jenna segal; Desiree Hatcher; Marisa Jones; Devita Davison
Cc: Michelle Madeley; Mike Callahan; Batchner, Ronald - AMS; (b)(6)
Subject: Re: LFLP Detroit Call #2 Aug. 23: Reminder + Agenda

Please add Derrick Anderson to the Mackenzie team. He is our Parent Advocate. His email address is (b)(6)

From: Holly Fowler <holly@northboundventures.com>
Sent: Tuesday, August 22, 2017 10:27:43 AM
To: Monica Degarmo; Christine Brownfield; Dean Hay; Karen Whitsett; Kelly Landin; Kevin Frank; Kristine Hahn; Matthew Hargis; Rosa Glover-Adams; Skyla Butts; William Davis; John Gibbs; Jon Grosshans; jenna segal; Desiree Hatcher; Marisa Jones; Devita Davison
Cc: Michelle Madeley; Mike Callahan; Batchner, Ronald - AMS
Subject: LFLP Detroit Call #2 Aug. 23: Reminder + Agenda

Hello Local Foods, Local Places Detroit Steering Committee and Federal Partners,

Our second of three pre-workshop planning calls is scheduled for tomorrow and from Monica's update below, it is clear the community has been hard at work on its self-assessment and stakeholder identification. This is terrific and most appreciated!

Along with the documents Monica provided, I have attached our agenda for Call #2 and below are details to call-in and follow along online.

CONFERENCE CALL #2

Wednesday, August 23rd: 1:30-3:00pm EST

Audio: +1 240-454-0879

Meeting #: (b)(6)

Join online: www.webex.com, select "join"

I look forward to speaking with you all soon!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
[617-899-9690](tel:617-899-9690)
www.northboundventures.com



----- Forwarded message -----

From: **Monica Degarmo** <monica.degarmo@detroitk12.org>

Date: Thu, Aug 17, 2017 at 4:44 PM

Subject: LFLP Reminder, 8-23-17!

To: "alim@detroitmi.gov" <alim@detroitmi.gov>, Alycia Meriweather <alycia.meriweather@detroitk12.org>, "Amy@DetroitFoodPC.org" <Amy@detroitfoodpc.org>, Angela Hojnacki <ahojnacki@fairfoodnetwork.org>, "baarb@detroitmi.gov" <baarb@detroitmi.gov>, Beth Gonzalez <beth.gonzalez@detroitk12.org>, (b)(6) >, Brenda Belcher <brenda.belcher@detroitk12.org>, "brooke.juday@foodcorps.org" <brooke.juday@foodcorps.org>, "bushal@detroitmi.gov" <bushal@detroitmi.gov>, Carol Poenisch <carol.poenisch@detroitk12.org>, Christa Daniels <christa.daniels@detroitk12.org>, Christine Brownfield <christine.brownfield@detroitk12.org>, Chrystal Wilson <chrystal.wilson@detroitk12.org>, Constance Elliott <constance.elliott@detroitk12.org>, Cynthia Turner <cynthia.turner@detroitk12.org>, "dean@greeningofdetroit.com" <dean@greeningofdetroit.com>, DeAngelo Alexander <IMCEAEX-o=ExchangeLabs_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29_cn=Recipients_cn=e8e2a88f4ea6443e8722f7be97fa0302-DeAngelo+20Al@namprd02.prod.outlook.com>, Elizabeth Palazzola <EPalazzola@detroitmi.gov>, Felicia Venable <felicia.venable@detroitk12.org>, Gabe Leland <lelandg@detroitmi.gov>, Helen Cook <helen.cook@detroitk12.org>, "hillalex@detroitmi.gov" <hillalex@detroitmi.gov>, Isaac Robinson <wisaacrobinson@gmail.com>, Isaac Robinson <robinsoni@detroitmi.gov>, Janis Moss <janis.moss@detroitk12.org>, Joel Howrani Heeres <howraniheeresj@detroitmi.gov>, Joy Reynolds <IMCEAEX-o=ExchangeLabs_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29_cn=Recipients_cn=8aa7eaf287834f3ab28895246ee9d051-(b)(6)>, Karen Whitsett <(b)(6)>, "kathrynl@detroitmi.gov" <kathrynl@detroitmi.gov>, (b)(6) >, Kelli Felder <kelli.felder@detroitk12.org>, Kelly Landin <kelly.landin@detroitk12.org>, Kevin Frank <kevin.frank@detroitk12.org>, Kristine Hahn <hahnk@anr.msu.edu>, Lavar Braden <lavar.braden@detroitk12.org>, Lenyelle Jenkins <lenyelle.jenkins@detroitk12.org>, Lindsay Turpin <(b)(6)>, "lionel@greeningofdetroit.com" <lionel@greeningofdetroit.com>, Lizzie King <lizzie.king@detroitk12.org>, Matthew Hargis <matthew.hargis@detroitk12.org>, Michael Craig <michael.craig@detroitk12.org>, (b)(6) >, Robert Avedisian <robert.avedisian@detroitk12.org>, Rosa Glover-Adams <rosa.adams@detroitk12.org>, Shirita Hightower <shirita.hightower@detroitk12.org>, Sidney Vinson <sidney.vinson@detroitk12.org>, Skyla Butts <skyla.butts@detroitk12.org>, "solomonr@detroitmi.gov" <solomonr@detroitmi.gov>,

Tina Williams <tina.williams@detroitk12.org>, "winona@detroitfoodpc.org"
<winona@detroitfoodpc.org>

Cc: "Madeley, Michelle" <madeley.michelle@epa.gov>,
"holly@northboundventures.com" <holly@northboundventures.com>

Hello, all!

Believe it or not, our next EPA: Local Food, Local Places Conference Call is just around the corner! We have several new folks who are jumping on board as well confirmed administration at Mackenzie Elementary-Middle School- welcome to you all! To help us all stay on the same page:

Brief Overview: DPSCD Office of School Nutrition, Mackenzie Elementary-Middle School, and Community Partners received an EPA Local Foods, Local Places Award for technical assistance, including creation of an implementation plan and assistance in seeking funding for project. **Attached:** original award proposal

Project Goal: Identify goals and objectives from school and community stakeholders on how to best utilize the 12 acres of Mackenzie Elementary-Middle School property as a space for academic learning, community use, and any potential food incubator opportunities and receive public-private funding for some or all of these goals. Drew Transition Center (includes Drew Farm) and Breithaupt Career & Tech Center (offers culinary arts training) have been identified as key anchors to consider in the brainstorming process. As part of this award, food must be included as a catalyst for revitalization.

Timeline: There will be a 2 day workshop led by EPA contractors on Sept 25 & 26th at our project sites. Details discussed in next week's conference call. Implementation next steps proceeding that September workshop.

Stakeholders: Attached is a current list of people at the table and will be invited to September workshop, those bolded are on steering committee. Please email me if others should be added.

Where we are: Attached is a community assessment guide- if you have any additions please send my way by **Tuesday, 8/22 end of day**. Thanks to all who have already contributed! This will be used as a resource for EPA contractors to create implementation plan. **Attached:** Notes from EPA Conference Call #1

NEXT STEPS:

CONFERENCE CALL #2: REMINDER!

Wednesday, August 23rd: 1:30-3:00pm EST

Audio: +1 240-454-0879

Meeting #: (b)(6)

Join online: www.webex.com, select "join"

All are welcome to meet at Drew Transition Center for this phone call. We will have the call on speaker and plenty of snacks to go around! Drew is located at 9600 Wyoming, enter at Chicago St. parking lot.

Grateful for your continued time, energy, and enthusiasm! Be in touch with any questions.

Warm regards,
Monica

From: Holly Fowler
Sent: 4 Oct 2017 13:42:39 -0400
To: Christine Brownfield;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Dean Hay;charlotte.gale@foodcorps.org
Cc: Michelle Madeley;Mike Callahan
Subject: LFLP Detroit - Polls to schedule calls #4-6

Hello LFLP Detroit Steering Committee,

Happy Wednesday to all! We are ready to start scheduling the three post-workshop calls and kindly ask you to indicate your availability via the link for each call listed below. Once a majority of you responded, I will confirm the date and time that works best via a follow up email and calendar invitations with anticipated agenda items for each call.

Call #4 Options: Oct. 16-18

<https://doodle.com/poll/e8qe8h945782255v>

Call #5 Options: Oct. 30-31

<https://doodle.com/poll/g7kuv22x6e48er5v>

Call #6 Options: Nov. 13-14

<https://doodle.com/poll/aeubrmfkv4gq2i9b>

For the time being, I am just asking the steering committee to complete these polls, though the calls will be open to the support team and others that attended the workshop if they wish to follow the remainder of the process.

Your response before the end of the week would be most appreciated!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

☒ ☒ ☒

From: Byrd, David J
Sent: 16 Aug 2017 12:59:09 +0000
To: Gibbs, John
Cc: Campbell, Cynthia F; Samuel Hammond
Subject: example of CRO

[OK] What Makes a 'Resilient' City? For Tulsa's Chief Resilience Officer, It's People (The Atlantic CityLab)

The Atlantic CityLab

(8/16/2017 5:45 AM, Laura Bliss)

In planning circles, "resilience" often refers to the ability of urban systems to bounce back from environmental shock. On that front, Tulsa, Oklahoma, has its work cut out, ensuring utilities and emergency services have the resources to withstand 130-mph tornadoes whipping through the city.

But to DeVon Douglass, Tulsa's Chief Resilience Officer, resilience is ultimately about the strength of citizens themselves—a tenacity, she says, that starts with individuals and spans out to society.

Appointed by Mayor GT Bynum in December 2016, and funded by the Rockefeller Foundation's 100 Resilient Cities network, Douglass brings experience as a lawyer and policy analyst to the task of developing a multi-pronged resilience strategy for the Oklahoma metro, zeroing in equity gaps in Tulsa's schools, transportation systems, and the economy.

We spoke to Douglass at the Urban Resilience Summit in New York City in July about the work she's got ahead of her.

David J. Byrd
Senior Advisor
Office of the Assistant Secretary for Community Planning and Development
Room 7136
U.S. Department of Housing and Urban Development (HUD)
202-402-5973



From: Kathy Garner
Sent: 10 Oct 2017 09:39:42 -0500
To: Gibbs, John
Cc: (b)(6) dukesjr@jdukeslaw.com;'Franke, Myrtis (Cochran)'
Subject: ASC's Sheley Place

Mr. Gibbs –

I know that the rash of natural disasters has most likely (and should be) your emphasis at the moment. However, if you have a minute to update us on the situation with the above, I'd be grateful.

K



*Kathryn M. Garner, Executive Director
AIDS Services Coalition
P.O. Box 169
Hattiesburg, MS 39403-0169
601-450-4286
Fax 601-450-4285
www.ascms.org*

"Thou shalt not be a perpetrator; thou shalt not be a victim; and thou shalt never, but never, be a bystander."

Washington Holocaust Museum

The AIDS Services Coalition does not discriminate on the basis of race, sex, gender identification, sexual orientation, marital status, national origin, ethnicity, religion, HIV/AIDS status, homeless status, mental disability or income.

From: Leslie.Pollner@hklaw.com
Sent: 27 Oct 2017 22:48:09 +0000
To: Gaines, Ralph H
Cc: Suchar, Norman A; Gibbs, John; Fila, Stephanie C; Burley, Michael N; eve.otoole@hklaw.com; Lee, Regina A
Subject: Re: Great Meeting You/Brief Follow Up

Hi Ralph: huge thanks! Look forward to connecting soon.

Regina: look forward to hearing from you.

Sent from my iPhone

On Oct 27, 2017, at 5:33 PM, Gaines, Ralph H
<Ralph.H.Gaines@hud.gov<mailto:Ralph.H.Gaines@hud.gov>> wrote:

Leslie,
Thank you for coming in yesterday. We certainly plan to be supportive and look forward to further discussions concerning LA. I've copied Regina Lee who will help with scheduling.
Kind Regards,
Ralph

Get Outlook for Android<https://urldefense.proofpoint.com/v2/url?u=https-3A_aka.ms_ghei36&d=DwMF-g&c=14jPbF-1hWnYXveJ5rixtS_Fo3DRrpL7HUwJDAc4HIc&r=GIOj2Bl-RdTXbABvdJ4WbDW3FrSu4OV59lwwJLNvrHA&m=Fy8escEuAoeUX713MY-eCiERo6kzWDpGLdDOdTEjxIY&s=fCAaK_WXZIA5yyzP6xbdg98TE3cP7n2Eiup6Wn3uarE&e=>>

From: Leslie.Pollner@hklaw.com<mailto:Leslie.Pollner@hklaw.com>
<Leslie.Pollner@hklaw.com<mailto:Leslie.Pollner@hklaw.com>>
Sent: Friday, October 27, 2017 11:59:27 AM
To: Gaines, Ralph H; Suchar, Norman A; Gibbs, John
Cc: Fila, Stephanie C; Burley, Michael N; eve.otoole@hklaw.com<mailto:eve.otoole@hklaw.com>
Subject: Great Meeting You/Brief Follow Up

Ralph, John, and Norm:

Thank you for taking the time to meet with LA County CEO Satchi Hamai yesterday. We found the meeting extremely productive and will send follow up materials shortly.

You mentioned that ending homelessness is a top priority for Secretary Carson. With that in mind, I wondered if you might have time for a brief follow up meeting in the next week or two. We are working on a national initiative with a number of communities across the country that we thought you might be interested in. Also, wanted to make sure you were aware of some of the actions that we understand that other agencies are taking-that may impact your work as well.

Does anything work for your schedule?

Many thanks!

Best,
Leslie & Eve

Leslie Pollner | Holland & Knight
Sr Policy Advisor
Holland & Knight LLP
800 17th Street N.W., Suite 1100 | Washington, DC 20006
Phone 202.469.5149 | Fax 202.955.5564
leslie.pollner@hklaw.com<mailto:leslie.pollner@hklaw.com> | www.hklaw.com<http://www.hklaw.com>

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From: Leslie.Pollner@hklaw.com
Sent: 27 Oct 2017 15:53:52 +0000
To: Ralph.H.Gaines@hud.gov; Suchar, Norman A; Gibbs, John
Cc: Fila, Stephanie C; Burley, Michael N; eve.otoole@hklaw.com
Subject: Great Meeting You/Brief Follow Up

Ralph, John, and Norm:

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Many thanks!

Best,
Leslie & Eve

Leslie Pollner | Holland & Knight

Sr Policy Advisor

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Phone 202.469.5149 | Fax 202.955.5564

leslie.pollner@hklaw.com | www.hklaw.com

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From: Leslie.Pollner@hklaw.com
Sent: 27 Oct 2017 15:59:27 +0000
To: Gaines, Ralph H;Suchar, Norman A;Gibbs, John
Cc: Fila, Stephanie C;Burley, Michael N;eve.otoole@hklaw.com
Subject: Great Meeting You/Brief Follow Up

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Many thanks!

Best,
Leslie & Eve

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Sr Policy Advisor

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Phone 202.469.5149 | Fax 202.955.5564

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From: Gibbs, John
Sent: 31 Aug 2017 14:14:28 +0000
To: Kathy Garner
Cc: 'Myrtis Franke'; 'Beejee Dickson'; 'Jim Dukes Jr.'
Bcc: Kelley, Michael J; Burley, Michael N
Subject: RE: Thank you

Prior to our call yesterday, I had asked Mrs. McAdoo to gather the information that ASC had submitted previously so as to avoid having ASC submit everything again. My understanding is that her getting the environmental and relocation documents from the City were a part of that request.

If I hear anything regarding the relocation files she got from the city, I'll let you know ASAP.

Thank you,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: 202-706-8282

From: Kathy Garner [mailto:asc@megagate.com]
Sent: Thursday, August 31, 2017 10:11 AM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: 'Myrtis Franke' <myrtis_franke@cochran.senate.gov>; 'Beejee Dickson' (b)(6); 'Jim Dukes Jr.' <jdukesjr@jdukeslaw.com>
Subject: RE: Thank you

It is my understanding that this is a part of her monitoring of the City of Hattiesburg; not ASC.

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, August 31, 2017 8:25 AM
To: Kathy Garner <asc@megagate.com>
Cc: Myrtis Franke <myrtis_franke@cochran.senate.gov>; Beejee Dickson (b)(6); Jim Dukes Jr. <jdukesjr@jdukeslaw.com>
Subject: RE: Thank you

Hi Mrs. Garner,

Thank you for the additional information. The plans had already been set in motion for Ms. McAdoo to get the files from the City before we spoke yesterday.

I will let her know that additional relocation documents are available to be viewed if needed.

Thank you,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner [<mailto:asc@megagate.com>]

Sent: Wednesday, August 30, 2017 7:40 PM

To: Gibbs, John <John.Gibbs@hud.gov>

Cc: Myrtis Franke <myrtis_franke@cochran.senate.gov>; Beejee Dickson (b)(6); Jim Dukes Jr. <jdukesjr@jdukeslaw.com>

Subject: Re: Thank you

Mr. Gibbs-

I had asked that those files be reviewed in office because of confidentiality. In addition, the City files are not files are not complete- do not include final payments made this spring to the clients. To be honest, I am unsure when those were submitted to the City.

If Ms. McAdoo or the relocation specialist would like to review the complete tiles as we discussed this afternoon, the files are available- as I informed her last week.

Kahty

Sent from my iPhone

On Aug 30, 2017, at 5:42 PM, Gibbs, John <John.Gibbs@hud.gov> wrote:

Mrs. Garner, thank you for the additional information.

One update: I've just heard from Mrs. McAdoo that she has received your relocation files from the city of Hattiesburg, which, combined with the environmental files she also received from them, means your Tier 1 documents are complete. Your relocation files are being sent to Atlanta for review by the relocation person there.

I look forward to getting the Tier 2 information.

Thank you again for your help in his process,

John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner <asc@megagate.com>
Sent: Wednesday, August 30, 2017 6:05:38 PM
To: Gibbs, John
Subject: Re: Thank you

Mr. Gibbs-
I will.

I wanted to clarify one thing. The project was whole when we had the \$257200 approved.
We entered into a contract for renovation at that time.

Sent from my iPhone

On Aug 30, 2017, at 4:27 PM, Gibbs, John <John.Gibbs@hud.gov> wrote:

Hello Mrs. Garner,

Thank you for joining the conference call today and sharing additional background information with us. It will be helpful in moving the situation forward.

If you could provide the Tier 2 information, to the best accuracy/completeness you are able, that would be one less thing Ms. McAdoo would be concerned about that could stop progress.

Tier 2

1. Documentation of rehabilitation work to be completed (contractor work write-ups)
2. Original rehabilitation costs (contractor original estimates)
3. Current total cost of rehabilitation work to be completed (contractor current estimate)
4. Sources of funds
5. Letters of commitment covering the cost of item 3
6. Projected date of completion

I look forward to receiving the information at your earliest convenience, and please let me know if I can be of assistance in any way.

Thank you,

<image001.jpg>

John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Holly Fowler
Sent: 11 Sep 2017 11:58:27 -0400
To: Brooke Juday; Monica Degarmo; Christine Brownfield; Dean Hay; Desiree Hatcher; Devita Davison; Gibbs, John; Jon Grosshans; Karen Whitsett; Kelly Landin; Kevin Frank; Kristine Hahn; Marisa Jones; Matthew Hargis; Rosa Glover-Adams; Skyla Butts; William Davis; Alcantar, Larry; Huyck, Daniel
J; solomon.andrews@mi.usda.gov; savannah.halleaux@mi.usda.gov
Cc: Michelle Madeley; Mike Callahan
Subject: LFLP Detroit - Call #3 Agenda
Attachments: LFLP Detroit_Call 3 Agenda.docx, Detroit_MI_LFLP_Flyer.pdf, DetroitMI_LFLP_Invitation.docx

Hello LFLP Detroit Steering Committee and Federal Partners,

We will have our third and final prep call for the upcoming Local Foods, Local Places Detroit workshop this afternoon. Your calendar should show that the time was updated to start at 4:30pm to better accommodate those on the school day schedule. Attached is the agenda for our call as well as a flyer and text invitation to support your outreach efforts for the event.

LFLP Detroit - Call #3

When: Monday Sept. 11 @ 4:30pm EST

Dial-in: +1 240-454-0879

Meeting #:

Follow along online: Go to www.webex.com and select "Join". Enter your contact info and meeting number above.

I will forward this message to the Support Team members next cc'ing Monica. Talk to you this afternoon!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

Local Foods, Local Places – Detroit, MI

Call 3 Agenda | Monday September 11, 2017 | 4:30-6:00 PM EST

Participants

Technical Assistance Team

- Holly Fowler, CEO, Northbound Ventures
- Mike Callahan, Project Manager, Renaissance Planning

Federal Agency Partners/Invited Partners

- Michelle Madeley, Office of Sustainable Communities, U.S. EPA
- John Gibbs, HUD
- Desiree Hatcher, Community Development Director, Federal Reserve Bank of Chicago
- Jenna Segal, Farm to School Midwest Regional Lead, USDA FNS
- Jon Grosshans, Community Planner, U.S. EPA Region 5
- Larry Alcantar, HUD Region 5
- Daniel J Huyck, HUD Region 5
- Savannah Halleaux, USDA FSA
- Marisa Jones, Healthy Communities Manager, Safe Routes Partnership
- Devita Davison, Marketing and Communications Director, Food Lab Detroit

Local Steering Committee

- **Community POC** | Monica DeGarmo, Program Manager - Office of School Nutrition, Detroit Public Schools Community District (DPSCD)
- Christine Brownfield, Mackenzie Elementary-Middle School Teacher, DPSCD
- Dean Hay, Director of Green Infrastructure & ISA Arborist, The Greening of Detroit
- Skyla Butts, Asst. Director Health & Wellness Promotion - Office of School Nutrition, DPSCD
- Matthew Hargis, Farm Manager - Office of School Nutrition, DPSCD
- Kevin Frank, District Head Chef - Office of School Nutrition, DPSCD
- Rosa Glover-Adams, Mackenzie Elementary-Middle School Assistant Principal, DPSCD
- Coach Tezz, Mackenzie Youth Football Coach, DPSCD
- Kristine Hahn, Community Educator, Michigan State University Extension
- Kelly Landin, Mackenzie Elementary-Middle School Teacher, DPSCD
- Karen Whitsett, President, Grow Little Field Block Club
- William Davis, Barton-McFarland Neighborhood Association

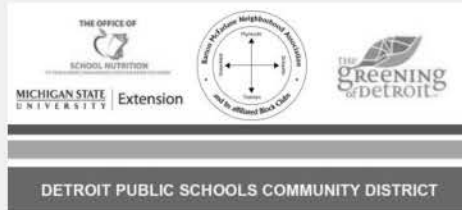
Call Purpose

- Community updates, review goals, final workshop logistics, outreach materials and strategy

Key Dates

- **Workshop:** September 25-26, 2017
 - Day 1: September 25th (12-8pm)
 - Day 2: September 26th (9-4pm)

LOCAL FOODS, LOCAL PLACES DETROIT MICHIGAN



JOIN US: SEPTEMBER 25-26

You are invited to join us for a workshop to share your ideas about how local foods can support **healthier and stronger neighborhoods** in Detroit. This workshop is designed to bring people together by creating an action plan for using **food as a catalyst for change** at the **Mackenzie Elementary-Middle School** and in nearby neighborhoods. We encourage anyone interested to come out to the **opening evening session on September 25th** to get an overview and share ideas. If you have continued interest and time, please also attend the **full day session on September 26th** for more information, discussions of strategies, and targeted action planning.

Join us to discuss:

- *Food as a catalyst for change*
- *Design for an outdoor education center adjacent to Mackenzie Elementary-Middle School*
- *Revitalization of recreational areas*
- *New opportunities for food to connect schools and students with the community*

Contact for **RSVP**
and/or questions:
Monica DeGarmo
313-450-2437

Monica.degarmo@detroitk12.org

COMMUNITY MEETING:

MACKENZIE SCHOOL
10147 West Chicago
September 25th: 5 – 8 PM

STRATEGIES & ACTION PLANNING SESSIONS:

DREW TRANSITION CENTER
9600 Wyoming Street
September 26th: 9 AM – 4 PM



AMERICAN
OVERSIGHT

HUD-17-0392-H-000049

You're Invited to a Local Foods, Local Places Workshop
September 25th and 26th in Detroit, Michigan

Detroit is hosting a 1.5-day community workshop on the topic of local foods and its potential for strengthening our local economy, supporting healthier people and neighborhoods, and revitalizing our downtown. The US Environmental Protection Agency (EPA), US Department of Agriculture (USDA), US Department of Transportation (DOT), US Department of Housing and Urban Development (HUD), Centers for Disease Control and Prevention (CDC), the Appalachian Regional Commission (ARC), and Delta Regional Authority (DRA) have selected Detroit for the Local Foods, Local Places technical assistance program, which will result in an action plan that uses food as a catalyst for change.

A team of agency partners and facilitators will join local stakeholders to conduct a workshop in Detroit on September 25th and 26th. Your participation and knowledge of the local area is needed to help make this event a success. The workshop will bring together many key stakeholders from throughout the region to develop an action plan primarily around, but not limited to, these three goal areas:

- Restore and reimagine the recreational spaces adjacent to Mackenzie Elementary-Middle School
- Design and develop an outdoor education center at the Mackenzie Elementary-Middle School
- Use food and place to create new opportunities for community engagement/connectivity between Mackenzie students, their families, and neighborhood residents

The workshop will include presentations on community livability and the roles that food and place could play in supporting it, plus small group working sessions and discussions on the community's vision and goals, and specific actions for reaching them. The workshop will result in a specific action plan the community can use as a roadmap for moving forward.

- **Who:** Stakeholders and community leaders such as you, local residents, and elected officials; along with representatives of EPA, USDA, DRA and facilitators.
- **What:** Discussions on local foods and community livability, group work sessions, and networking that will result in a Community Action Plan.
- **Day 1 Community Evening Session:** Monday September 25th; 5-8:00 PM, Mackenzie Elementary-Middle School, 10147 W. Chicago, Detroit, MI 48204
- **Day 2 Action Planning Work Sessions:** Tuesday September 26th; 9AM- 4:00 PM, Drew Transition Center, 9600 Wyoming, Detroit, MI 48204
- **Please RSVP:** Contact Monica Degamo at 313-651-3457 or monica.degarmo@detroitk12.org to RSVP for the workshop or **RSVP online** at <https://www.surveymonkey.com/r/LFLPDetroit>

Your expertise, experience, and enthusiasm for this community will help make the workshop a success. We hope you can join us for all or at least part of the two-day event.

Sincerely,

The Local Foods, Local Places Detroit Steering Committee

- Monica DeGarmo, Program Manager - Office of School Nutrition, Detroit Public Schools Community District (DPSCD)
- Christine Brownfield, Mackenzie Elementary-Middle School Teacher, DPSCD
- Dean Hay, Director of Green Infrastructure & ISA Arborist, The Greening of Detroit
- Skyla Butts, Asst. Director Health & Wellness Promotion - Office of School Nutrition, DPSCD
- Matthew Hargis, Farm Manager - Office of School Nutrition, DPSCD
- Kevin Frank, District Head Chef - Office of School Nutrition, DPSCD
- Rosa Glover-Adams, Mackenzie Elementary-Middle School Assistant Principal, DPSCD
- Coach Tezz, Mackenzie Youth Football Coach, DPSCD
- Kristine Hahn, Community Educator, Michigan State University Extension
- Kelly Landin, Mackenzie Elementary-Middle School Teacher, DPSCD
- Karen Whitsett, President, Grow Little Field Block Club
- William Davis, Barton-McFarland Neighborhood Association

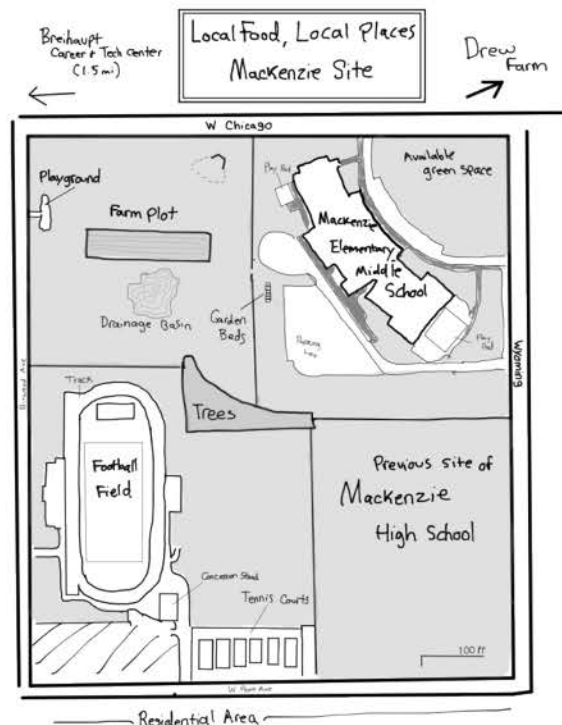


Image by Charlotte Gale, DPSCD, Food Corps Service Member

From: Derrick Anderson
Sent: 23 Aug 2017 19:21:02 +0000
To: christine.brownfield@detroitk12.org;Holly Fowler;Monica Degarmo;Dean Hay;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Matthew Hargis;Rosa Glover-Adams;Skyla Butts;William Davis;Gibbs, John;Jon Grosshans;jenna segal;Desiree Hatcher;Marisa Jones;Devita Davison
Cc: Michelle Madeley;Mike Callahan;Batcher, Ronald - AMS
Subject: Re: LFLP Detroit Call #2 Aug. 23: Reminder + Agenda

Thanks so much Ms. Brownfield!:-)

Sent from Yahoo Mail on Android

On Wed, Aug 23, 2017 at 9:45 AM, Christine Brownfield
<christine.brownfield@detroitk12.org> wrote:

Please add Derrick Anderson to the Mackenzie team. He is our Parent Advocate. His email address is detroitjazzhead@yahoo.com.

From: Holly Fowler <holly@northboundventures.com>
Sent: Tuesday, August 22, 2017 10:27:43 AM
To: Monica Degarmo; Christine Brownfield; Dean Hay; Karen Whitsett; Kelly Landin; Kevin Frank; Kristine Hahn; Matthew Hargis; Rosa Glover-Adams; Skyla Butts; William Davis; John Gibbs; Jon Grosshans; jenna segal; Desiree Hatcher; Marisa Jones; Devita Davison
Cc: Michelle Madeley; Mike Callahan; Batcher, Ronald - AMS
Subject: LFLP Detroit Call #2 Aug. 23: Reminder + Agenda

Hello Local Foods, Local Places Detroit Steering Committee and Federal Partners,

Our second of three pre-workshop planning calls is scheduled for tomorrow and from Monica's update below, it is clear the community has been hard at work on its self-assessment and stakeholder identification. This is terrific and most appreciated!

Along with the documents Monica provided, I have attached our agenda for Call #2 and below are details to call-in and follow along online.

CONFERENCE CALL #2

Wednesday, August 23rd: 1:30-3:00pm EST

Audio: +1 240-454-0879

Meeting #: (b)(6)

Join online: www.webex.com, select "join"

I look forward to speaking with you all soon!

Kind regards,
Holly

Holly Fowler

Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com



----- Forwarded message -----

From: **Monica Degarmo** <monica.degarmo@detroitk12.org>
Date: Thu, Aug 17, 2017 at 4:44 PM
Subject: LFLP Reminder, 8-23-17!
To: "alim@detroitmi.gov" <alim@detroitmi.gov>, Alycia Meriweather <alycia.meriweather@detroitk12.org>, "Amy@DetroitFoodPC.org" <Amy@detroitfoodpc.org>, Angela Hojnacki <ahojnacki@fairfoodnetwork.org>, "baarb@detroitmi.gov" <baarb@detroitmi.gov>, Beth Gonzalez <beth.gonzalez@detroitk12.org>, (b)(6) <(b)(6)>, Brenda Belcher <brenda.belcher@detroitk12.org>, "brooke.juday@foodcorps.org" <brooke.juday@foodcorps.org>, "bushal@detroitmi.gov" <bushal@detroitmi.gov>, Carol Poenisch <carol.poenisch@detroitk12.org>, Christa Daniels <christa.daniels@detroitk12.org>, Christine Brownfield <christine.brownfield@detroitk12.org>, Chrystal Wilson <chrystal.wilson@detroitk12.org>, Constance Elliott <constance.elliott@detroitk12.org>, Cynthia Turner <cynthia.turner@detroitk12.org>, "dean@greeningofdetroit.com" <dean@greeningofdetroit.com>, DeAngelo Alexander <IMCEAEX-_o=ExchangeLabs_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29_cn=Recipients_cn=e8e2a88f4e a6443e8722f7be97fa0302-DeAngelo+20Al@namprd02.prod.outlook.com>, Elizabeth Palazzola <EPalazzola@detroitmi.gov>, Felicia Venable <felicia.venable@detroitk12.org>, Gabe Leland <lelandg@detroitmi.gov>, Helen Cook <helen.cook@detroitk12.org>, "hillalex@detroitmi.gov" <hillalex@detroitmi.gov>, Isaac Robinson <(b)(6)>, Isaac Robinson <robinsoni@detroitmi.gov>, Janis Moss <janis.moss@detroitk12.org>, Joel Howrani Heeres <howraniheeresj@detroitmi.gov>, Joy Reynolds <IMCEAEX-_o=ExchangeLabs_ou=Exchange+20Administrative+20Group+20+28FYDIBOHF23SPDLT+29_cn=Recipients_cn=(b)(6)>, Karen Whitsett <(b)(6)>, "kathrynl@detroitmi.gov" <kathrynl@detroitmi.gov>, (b)(6) <(b)(6)>, Kelli Felder <kelli.felder@detroitk12.org>, Kelly Landin <kelly.landin@detroitk12.org>, Kevin Frank <kevin.frank@detroitk12.org>, Kristine Hahn <hahnk@anr.msu.edu>, Lavar Braden <lavar.braden@detroitk12.org>, Lenyelle Jenkins <lenyelle.jenkins@detroitk12.org>, Lindsay Turpin <(b)(6)>, "lionel@greeningofdetroit.com" <lionel@greeningofdetroit.com>, Lizzie King <lizzie.king@detroitk12.org>, Matthew Hargis <matthew.hargis@detroitk12.org>, Michael Craig <michael.craig@detroitk12.org>, (b)(6) <(b)(6)>

(b)(6), Robert Avedisian <robert.avedisian@detroitk12.org>, Rosa Glover-Adams <rosa.adams@detroitk12.org>, Shirita Hightower <shirita.hightower@detroitk12.org>, Sidney Vinson <sidney.vinson@detroitk12.org>, Skyla Butts <skyla.butts@detroitk12.org>, "solomonr@detroitmi.gov" <solomonr@detroitmi.gov>, Tina Williams <tina.williams@detroitk12.org>, "winona@detroitfoodpc.org" <winona@detroitfoodpc.org>
Cc: "Madeley, Michelle" <madeley.michelle@epa.gov>, "holly@northboundventures.com" <holly@northboundventures.com>

Hello, all!

Believe it or not, our next EPA: Local Food, Local Places Conference Call is just around the corner! We have several new folks who are jumping on board as well confirmed administration at Mackenzie Elementary-Middle School- welcome to you all! To help us all stay on the same page:

Brief Overview: DPSCD Office of School Nutrition, Mackenzie Elementary-Middle School, and Community Partners received an EPA Local Foods, Local Places Award for technical assistance, including creation of an implementation plan and assistance in seeking funding for project. **Attached:** original award proposal

Project Goal: Identify goals and objectives from school and community stakeholders on how to best utilize the 12 acres of Mackenzie Elementary-Middle School property as a space for academic learning, community use, and any potential food incubator opportunities and receive public-private funding for some or all of these goals. Drew Transition Center (includes Drew Farm) and Breithaupt Career & Tech Center (offers culinary arts training) have been identified as key anchors to consider in the brainstorming process. As part of this award, food must be included as a catalyst for revitalization.

Timeline: There will be a 2 day workshop led by EPA contractors on Sept 25 & 26th at our project sites. Details discussed in next week's conference call. Implementation next steps proceeding that September workshop.

Stakeholders: Attached is a current list of people at the table and will be invited to September workshop, those bolded are on steering committee. Please email me if others should be added.

Where we are: Attached is a community assessment guide- if you have any additions please send my way by **Tuesday, 8/22 end of day**. Thanks to all who have already contributed! This will be used as a resource for EPA contractors to create implementation plan. **Attached:** Notes from EPA Conference Call #1

NEXT STEPS:

CONFERENCE CALL #2: REMINDER!

Wednesday, August 23rd: 1:30-3:00pm EST

Audio: +1 240-454-0879

Meeting #: (b)(6)

Join online: www.webex.com, select "join"

All are welcome to meet at Drew Transition Center for this phone call. We will have the call on speaker and plenty of snacks to go around! Drew is located at 9600 Wyoming, enter at Chicago St. parking lot.

Grateful for your continued time, energy, and enthusiasm! Be in touch with any questions.

Warm regards,

Monica

From: Holly Fowler
Sent: 24 Oct 2017 09:07:55 -0400
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Charlotte Gale
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: LFLP Detroit - Draft Action Plan v.2 for Review and Call #5 Reminder
Attachments: LFLP Detroit CAP Tables_Draft_v2.docx

Hello LFLP Detroit Steering Committee and Support Team Members,

Thank you to Monica, Matt, Dean, Kristine, and Charlotte for being so engaged during our first post-workshop call held on October 18th. The results of our discussion are reflected in the updated community action plan tables attached.

The action plan is still in draft and requires your review. Please take time prior to our next call on 10/30 to read through it thoroughly. Do the actions support your goals as intended? Are there any actions missing? Is information accurate and complete? Please indicate any suggestions of edits, questions, or additional information via the "Insert Comment" function rather than tracked changes. You can also submit these to me via an email, indicating the action number that corresponds to your feedback. Our goal is to include full names and affiliations of persons mentioned and full organizational names rather than acronyms and a representative when possible.

Details of our next call are below:

LFLP Detroit - Call #5

Date: Monday, Oct. 30, 2017

Time: 1:30 - 3:00 PM

Audio: 240-454-0879

Meeting number: (b)(6)

Join online: Go to www.webex.com, select "Join", and enter the meeting number

Thank you and speak to you next week!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
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Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

Action Plan Summary

Goal 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

Action 1.4: Throw a garden education event

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week

Action 2.2: Present the Action Plan to the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art.

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed.

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

Action 3.1: Convene meeting of Mackenzie Athletics, organized teams/clubs in the community, and individuals that currently practice, play, or exercise on Mackenzie grounds.

Action 3.2: Mow the grass and cleanup the property.

Action 3.3: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS. Contact DTE about downed power line/pole.

Action 3.4: Formalize environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

GOAL 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

The large size of the Mackenzie School property presents a unique opportunity to significantly increase classroom capacity for teachers and students by creating intentional space for environmental education and programming outside of the current school structure. A handful of garden beds on the site already provide an engagement tool for students, but increasing their number and diversifying what is produced will allow more students to use these spaces for more subject lessons more frequently. Adding clear pathways, informational signage, seating, covered work space, tools, and utilities (e.g. sinks and restrooms) will further enhance the functionality of the grounds for collaboration, reflection, and skills-building activities. A well-equipped, thoughtfully designed, facilitated, and carefully maintained “center” will enable more holistic pedagogy, beautify the school property, enhance the attractiveness of the neighborhood, and inspire all those that interact with the space.

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Teachers will have valuable insights about curriculum needs and ideas about learning strategies that will work best in an outdoor space.
Measures of success	<ul style="list-style-type: none"> • Teachers actively documenting, sharing and discussing ideas • Number of teachers engaged / ranked by interest • Ask/survey about project development • Classroom activity maps
Timeframe	1-3 months
Lead	Charlotte Gale YMS Brownfield Kelly Landin
Supporting cast	Felicia Branch (teacher) Lizzie King (teacher) Monica Degarmo Current Mackenzie Elem/Middle administrators (Jason Drain, Rosa Glover-Adams) Kristine Hahn (can facilitate)
Costs and/or resources needed	Time Teacher schedules Room reservation for meeting Process for capturing input.
Possible funding sources	N/A

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Students have ideas of what they would like to see be part of the learning center as well. Their engagement will establish a sense of ownership and entice use. Their involvement will create a sense of
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Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces	
	legacy, feeling that they were part of the history of the school. Empowering students to ask one another for their ideas about the project creates leadership opportunities.
Measures of success	<ul style="list-style-type: none"> • Student participation/“taking up for it” • Visible/tangible input/idea reporting • Focus group or student leadership team is formed • Garden mentorship program formed
Timeframe	1-3 months.
Lead	Derek Hightower and Zharia Akeen Kelly Landin Christine Brownfield (designing outdoor curriculum)
Supporting cast	Student council Sports teams (baseball players) Coach Perry Girls basketball coach (Shalenda Hamson) Ms. Porich (Healthy Kids Club) Garden Club members/advisors
Costs and/or resources needed	Time, schedules, determine format for capturing input
Possible funding sources	N/A

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie	
What this is and why it is important	This is an opportunity to learn more about what is possible, how processes work, what additional partners need to be involved, and what redevelopment plans already exist for the Mackenzie property. Success of the action plan depends on the support of school administrators.
Measures of success	Getting a meeting w/ dedicated time and the right person or people. List of yes/no/priorities/standards from them (next steps). 2 nd meeting.
Timeframe	4-6 months
Lead	Monica Degarmo
Supporting cast	Version of LFLP Steering Committee that agrees to manage the action plan implementation process: <ul style="list-style-type: none"> • Lisa Philips, Principal at Cass Tech • Sidney Vincent, Director, Office of School Nutrition • Kristie Ford, Dept. Head for Science (whole district) • Deborah Hunter-Harvall, Chair of Curriculum Committee, School Board • Alycia Meriweather, Deputy Superintendent (former Dept. of

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie	
	Science Head)
Costs and/or resources needed	Time, patience, persistence Put together a really good presentation that includes: why outdoor education is important, benefits to students <i>Presentation development resources:</i> <i>Children and Nature Network and Green Schoolyards America</i>
Possible funding sources	

Comment [HF]: Need last name from sign-in sheets

Action 1.4: Throw a garden education event	
What this is and why it is important	A special event can serve many functions: catalyze engagement; generate positive press for future fundraising; motivate administration; provide skills development; seed sale / plant sale; recruitment of volunteers; ease permitting process
Measures of success	<ul style="list-style-type: none"> • Participation (# of people who attend) • Positive feedback/responses from attendees • People or organizations that want to get involved as a result • Detroit Free Press story
Timeframe	Ready for May 2018.
Lead	Healthy School Wellness Team (TBD - some combination of parent, teacher, staff, student from Mackenzie) Derek Hightower
Supporting cast	MSU Extension Matt Hargis Food Corps Members Office of School Nutrition Emerging leaders among teachers and students (Brandy) Kristine Hahn and Deirdre Hope to connect to Master Gardeners Mona Ali Dean Hay
Costs and/or resources needed	Class/workshop design Best practices of Harvest Festival DPS High School announcements Time Event planning guidance Materials depending (e.g. seed packets, parents) Volunteers
Possible funding sources	National Gardening Association; donations (e.g. seeds)

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Mackenzie is a public asset situated in a neighborhood that has previously supported both thriving businesses and densely populated residential streets. Currently, vacant buildings and deferred maintenance have created gaps in social touchpoints and blighted the landscape. These changes keep people from enjoying the neighborhood fully and inhibit the ability for neighbors and the school community to interact more frequently. Mackenzie can be central to repairing the social fabric of the neighborhood by serving as a clean, safe, central place, where the community can gather for intergenerational social events, neighborhood meetings, and recreational activities, particularly during the many hours that the building or grounds are not in use for school functions. The Barton-McFarlane Neighborhood Association is a key partner, mobilized and ready to support the restoration and development of the many acres around Mackenzie that in turn could provide walking paths, an urban orchard, community growing space, and environmental solutions (e.g. using native plants for stormwater management) for the benefit of all.

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
What this is and why it is important	Students need to feel safe going to/from school each day. Being able to walk, bicycle or scooter at least once or twice a day provides valuable exercise and increases time outdoors, both of which are associated with improved health. Experiencing a neighborhood outside of a car raises awareness and connection to the community (e.g. ability to talk to others along the route).
Measures of success	<ul style="list-style-type: none"> • More kids walking or biking to school (#) • Amount of time spent outside utilizing school assets (minutes)
Timeframe	Short –term: Conduct a survey walk/bike to school; crowdsource walk obstacles from students Medium –term: Springtime; connect to Earth Week or Safe Routes to Schools- National Bike/Walk to School Day—May 9, 2018
Lead	Safe Route to Schools – Detroit Partnership (contact person?) Detroit Biking Coalition Charlotte Gale, Jeannette Cushway, FoodCorps Service Member @ Wayne State focused on physical education and based at Mackenzie
Supporting cast	Little Field & Elmira Block Groups Barton – McFarland Neighborhood Association Detroit Greenways Coalition (Todd Scott, ED) Local churches City Planning and Sustainability Departments Neighborhood Businesses
Costs and/or resources needed	A facilitator w/expertise in walk audits EPA toolkit on walk audits Low cost staff involvement EPA's Walkability Workbook: <ul style="list-style-type: none"> • <i>Walkability Workbook (PDF) EXIT – Tool developed through the Building Blocks for Sustainable Communities Program to guide communities in</i>

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
	<p><i>assessing the pedestrian environment and forming a vision for short- and long-term improvements to sidewalks and streets.</i></p> <p><i>Additional resources from other organizations:</i></p> <ul style="list-style-type: none"> • http://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html • http://www.pedbikeinfo.org/planning/tools_audits.cfm • http://archive.saferoutesinfo.org/sites/default/files/walkabilitychecklist.pdf <p><i>Resources for Bike and Walk to School Day:</i></p> <ul style="list-style-type: none"> • http://www.walkbiketoschool.org/ • https://www.saferoutespartnership.org/
Possible funding sources	America Walks 2017 Community Change Micro Grant (due Nov. 10, 2017) http://americawalks.org/2017-community-change-micro-grants-open/

Comment [MM]: Is there another step beyond just doing these actions—e.g. will the leads meet after their actions are complete and discuss results/findings?

Action 2.2: Present the Action Plan to both the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community.	
What this is and why it is important	There needs to be a better understanding of how both parents and the general public interact with Mackenzie and solicit their feedback on how engagement between groups could be improved and/or increased
Measures of success	<ul style="list-style-type: none"> • Contact made with PTA • Suggestion box established • List of 3-4 priorities synthesized from parent survey (possibly conducted through drop-off) or suggestions received
Timeframe	Short
Lead	Steering committee w/Charlotte Gale lead on PTA Kelly Landin Christine Brownfield
Supporting cast	PTA Leadership Mackenzie administration Student Council and Student Leadership Committee (outreach for public involvement)
Costs and/or resources needed	Time on PTA agenda Time on community Suggestion box and cards or other method for capturing feedback Communication/outreach about request for feedback
Possible funding sources	

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
What this is and why it is	A Slow Roll bike tour can demonstrate the potential of Mackenzie to

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
important	bring people together and will raise awareness of intentions to better connect the school with the community. The event is also an opportunity to gather information from riders about street conditions. Advance notice to block clubs and neighborhood associations is important to build communication exchange and engage the neighborhood, even folks who are not riding.
Measures of success	<ul style="list-style-type: none"> • Participation (# and diversity of groups represented) • Information generated and connections made as a result of the event
Timeframe	Sometime in spring; there is a DPS/Slow Roll each week
Lead	Monica Degarmo (initiate contact w/Slow Roll)
Supporting cast	Slow Roll Block Clubs Barton-McFarlane Neighborhood Association Detroit Biking Coalition DPS Communications DPD to block streets/keep riders safe
Costs and/or resources needed	Free event; low cost of custodial staff and organizing Property at Mackenzie might be challenging (small parking lot) for Slow Roll vendors and rider parking; might need to set-up at Drew and route around Mackenzie.
Possible funding sources	N/A

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
What this is and why it is important	Introducing visual cues (e.g. designated bike lane, bright crosswalks) around Mackenzie can encourage bike/pedestrian use of roads, increase safety, and also beautify the streets and grounds surrounding the school. These changes can help improve perceptions of the area. Engaging students and community members in the development of artwork will build pride and a sense of ownership, while offering opportunities for interaction among different groups.
Measures of success	The first installation Before/after survey of walking/biking to school Number of citizens or artists engaged
Timeframe	Medium (spring/summer). Long (expansion of a program)
Lead	Steering committee will identify a representative from the LFLP process and an art teacher (Mr. Rice) or someone to work w/city.
Supporting cast	Art students/artists Eastern Market (contracts for mural there)

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
	Detroit Public Works
Costs and/or resources needed	Medium for materials/paint (Look into paint type)
Possible funding sources	Eastern Market Community Mural Selection Our Town grant program, National Endowment for the Arts: https://www.arts.gov/grants-organizations/our-town/introduction

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed	
What this is and why it is important	Procedures exist, but are not perceived as being friendly to non-DPS users of the Mackenzie grounds (e.g. Block Clubs have to request use online for fee). Having a clear process and rules consistently applied will build goodwill and trust with the neighborhood and ensure there is equal access for all.
Measures of success	More events/programs for community on property.
Timeframe	Short term.
Lead	Monica Degarmo Steering committee reaches out to Helen Sidberry, Community Use Director @ DPS
Supporting cast	Neighborhood Associations and Block Groups Detroit Food Policy Council Mona Ali District Manager for the area
Costs and/or resources needed	Low cost for research and organization.
Possible funding sources	

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

School athletic programs teach team-building, build strong bodies, enable leadership experience, and provide valuable, structured, non-classroom time for youth. Well-maintained and diverse recreational spaces enhance the value of schools and neighborhoods, encourage active lifestyles, and bring people together. The extensive grounds at Mackenzie hold the potential to support a variety of organized and organic (e.g. pick-up games, stroll with a friend) recreational pursuits (e.g. football, track, basketball, baseball, softball, nature-based walking paths) for students and community members alike. As there is no formal green space within a two-mile radius of the school, the twelve acres of Mackenzie can be intentionally designed to serve as the “community’s park”.

Action 3.1: Convene meeting of Mackenzie Athletics coaches, organized teams/clubs in the community, individuals that currently practice, play, or exercise on Mackenzie grounds, and groundskeeping	
What this is and why it is important	It is important to engage the groups that currently use and manage the Mackenzie grounds to understand what design and functions are necessary and what is desired in order to make the spaces and facilities most beneficial to a variety of users (e.g. school teams, community club sports, nearby residents)
Measures of success	<ul style="list-style-type: none"> Representation of stakeholders in decision-making Demand for different spaces documented with details of design requirements and anticipated scheduling (e.g. who will use it when)
Timeframe	School year 2017-18
Lead	Coach Tezz Chuck Alonte Ron Coleman (organization?) Police Athletic League (representative?)
Supporting cast	Sports clubs, school.
Costs and/or resources needed	Football field maintenance
Possible funding sources	Wayne State – RBI (Reviving Baseball in Inner Cities) grant

Comment [HF]: Full names?

Action 3.2: Mow the grass and cleanup the property	
What this is and why it is important	Mowing the grass and keeping the grounds clear of trash are baseline maintenance activities for establishing the area around Mackenzie as suitable and safe for use. With a nominal amount of effort and cost, the area can be kept tidy, which will help to rebuild trust, pride, and a sense of safety. It sends a message that something is intentionally planned and progress is happening.
Measures of success	<ul style="list-style-type: none"> List of maintenance needs created Contract specifics/terms/responsible parties for maintenance activities identified Responsible parties engaged to review list of requested maintenance Long-term maintenance plan established for cleanup and planting slow-growing/native plants.
Timeframe	List of requested maintenance (1-2 months) Research and engagement (3-4 months) Clean-up and maintenance (by early spring for Slow Roll and Garden events) Long-term maintenance plan developed (School Year 2018-19)
Lead	Monica Degarmo

Action 3.2: Mow the grass and cleanup the property	
	Matt Hargis
Supporting cast	Garden Collaborative School groundskeeping and maintenance service provider/staff Green Corps Felicia Venable, Sr. Exec. Dir. Of Operations Principal Drain School Board Dr. Vitti City of Detroit Department of Public Works
Costs and/or resources needed	Some equipment (mowing – in house) Dumpster (debris removal) Trash cans for the long-term
Possible funding sources	City of Detroit Department of Public Works (trash cans?)

Action 3.3: Request water line/drainage maps from City of Detroit for Mackenzie property and NRCS; contact DTE about downed power line/pole	
What this is and why it is important	A first step to planning redevelopment of the Mackenzie grounds is to understand physical and structural elements that will impact future activities on the property.
Measures of success	<ul style="list-style-type: none"> • Contact made with NRCS and County Conservation District • Contact made with the Water Department • Maps/assessments received
Timeframe	Initial contact in 1 month Resolution as soon as possible
Lead	Monica Degarmo Matt Hargis
Supporting cast	Sidney Vincent NRCS County Conservation District Water Department
Costs and/or resources needed	
Possible funding sources	

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
What this is and why it is important	Adding signage to current outdoor spaces (e.g. raised beds, larger garden beds) that explains what they are, what's happening with each, who used the space, etc. will help students, teachers, school staff and vendors, and the community better understand. As the space matures, signage may be added that shows the history of the place or how

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
	spaces are used today. Community members have expressed that they would be more committed to maintenance and development of the space if they understood its different functions. Signage would help to prevent mow overs of plantings and may lower vandalism.
Measures of success	<ul style="list-style-type: none"> • Signs are placed at gate b/w teacher parking lot and field, next to garden beds (raised), and at other important locations • Receive feedback from community about project (e.g. information learned from signs) • Less vandalism and trash
Timeframe	Ready for spring (April 1 st)
Lead	Charlotte Gale Jeannette Cushway, Wayne State Food Crops Service member
Supporting cast	Garden Collaborative Drew Carpentry Shop Teachers (e.g. Mr. Rice, Kelly Landin, Christine Brownfield) Principal Drain and school administrators Payne grounds keeping service vendor Students (Derek Hightower, Zharia Akeen and others to help make the signs) Felicia Venable, Sr. Exec. Dir. Of Operations Michael Craig
Costs and/or resources needed	\$500 – Sign materials (e.g. chalkboard paint, printing, wooden stakes, poster board)
Possible funding sources	Donation from Home Depot, Lowe's Office of School Nutrition Budget requisition process Class time

From: Holly Fowler
Sent: 14 Nov 2017 18:19:47 -0500
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Charlotte Gale
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: LFLP Detroit - Final Report

Dear LFLP Detroit Steering Committee, Support Team, and Federal Partners,

Thank you to Monica, Dean, Angela, Kristine, and Jon, who joined Michelle, Mike, and me for our sixth and final call this afternoon.

I am pleased to provide you with the final report and action plan of your Local Foods, Local Places Detroit technical assistance. Two versions (Word and PDF) of the document are available for download via this WeTransfer link: <https://we.tl/3eIPpoN2r1>

We encourage you to share this broadly with all stakeholders of the community's food ecosystem, especially LFLP Detroit workshop participants. Contact information is in Appendix C to help you keep fellow stakeholders informed and engaged with your goals.

To stay in touch with other LFLP communities, learn about funding opportunities, and more, please consider joining the LFLP Community Facebook page: <https://www.facebook.com/groups/LFLPcommunity/>

It was a sincere pleasure to collaborate with you all over the past few months. I know that Michelle and Mike join me in wishing you all the best as you continue efforts already underway and pursue new initiatives outlined in your community action plan.

Kindest regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
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From: Gaines, Ralph H
Sent: 23 Oct 2017 20:26:34 +0000
To: Laura Kroeger; Rackleff, Neal J; Bryon, Jemine A; Suchar, Norman A; Sardone, Virginia; Gibbs, John; Steinbauer, Shannon E; Burley, Michael N
Cc: Schaaf, Libby (b)(6); Karchmer, Joanne (JKarchmer@oaklandnet.com)
Subject: RE: Oakland Mayor-HUD meeting - thank you

Laura,

Thank you for the follow up. We certainly appreciate spending the time with Mayor Schaaf and her team. The Mayor has demonstrated strong leadership in her efforts to tackle homelessness and housing challenges and we look forward to being a supportive role in the future.

Mayor Schaaf mentioned a mayor's conference coming up in January that might be another time to reconnect.

Kind Regards,

Ralph

Ralph Gaines
Principal Deputy Assistant Secretary - CPD
202.355.4702

From: Laura Kroeger [mailto:lkroeger@townsendpa.com]
Sent: Monday, October 23, 2017 2:07 PM
To: Rackleff, Neal J <Neal.J.Rackleff@hud.gov>; Gaines, Ralph H <Ralph.H.Gaines@hud.gov>; Bryon, Jemine A <Jemine.A.Bryon@hud.gov>; Suchar, Norman A <Norman.A.Suchar@hud.gov>; Sardone, Virginia <Virginia.Sardone@hud.gov>; Gibbs, John <John.Gibbs@hud.gov>; Steinbauer, Shannon E <Shannon.E.Steinbauer@hud.gov>; Burley, Michael N <Michael.N.Burley@hud.gov>
Cc: Schaaf, Libby (b)(6); (b)(6) Karchmer, Joanne (JKarchmer@oaklandnet.com) <JKarchmer@oaklandnet.com>
Subject: Oakland Mayor-HUD meeting - thank you

Good afternoon,

On behalf of Oakland Mayor Libby Schaaf, I wanted to thank all of you for being so generous with your time and knowledge on Tuesday during our meeting. We are eager to keep in touch on a number of issues discussed, and grateful for the opportunity to touch upon so many topics in such a short amount of time.

We look forward to further discussions on how Oakland can be at the forefront of safe, accessible, and affordable housing issues going forward.

Thank you,

Laura Kroeger

Associate, Washington, DC Office

Townsend Public Affairs, Inc.

600 Pennsylvania Avenue SE, Suite 207

Washington, DC 20003

o: 949-208-3043 m: (b)(6)

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From: Victoria Herrmann
Sent: 26 Oct 2017 19:37:58 -0400
To: Shana Udvardy
Cc: Baietti, Joseph
A;sspector@ddcf.org;RobertF@RPA.ORG;chulet@cbuilding.org;bbrooks@cbuilding.org;kristin.m
arcell@dec.ny.gov;Jennifer Li;Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri
Brokopp Binder;alex.greer@okstate.edu;Staudt, Amanda;Allen, David;Geller, Laurie;Warden,
Toby M;Kreidler, Heather L.;Arigoni, Danielle M;Rachel Cleetus;Astrid Caldas;Kristy Dahl;Gibbs,
John;Erika Spanger-Siegfried;Roberts, Susan
Subject: Request for DC Meeting Kristina Peterson of Lowland Center Nov 2 /
Nov 3

Good evening,

I hope this email finds everyone well. I apologize for the late email but Kristina Peterson of the Lowland Center, Louisiana, will be in DC November 1, 2, and 3 after the Keeping History Above Water conference in Annapolis.

She is hoping to meet as many people while in town about managed retreat to exchange ideas and share the work she is doing. If you have time next week to meet her, I would appreciate if you could fill out the Doodle poll below. I will follow up individually, or perhaps if a time works for several people for a group, to schedule a meeting with her and I.

<https://doodle.com/poll/xbhdynedwqyqnsue>

Warm wishes and hope to see some of you next week!

Victoria

--

Victoria Herrmann
President & Managing Director

The Arctic Institute |
Center for Circumpolar Security Studies
P.O. Box 32175
Washington, DC 20007
Phone: +1-202.350.1384 | Cell: (b)(6)
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THE ARCTIC INSTITUTE
CENTER FOR CIRCUMPOLAR SECURITY STUDIES



Sent: 23 Oct 2017 19:31:15 +0000
To: Laura Kroeger
Cc: Schaaf, Libby (b)(6); Karchmer, Joanne
(JKarchmer@oaklandnet.com)
Subject: RE: Oakland Mayor-HUD meeting - thank you

Hello Laura and Mayor Schaaf,

As someone who used to live in the bay area, thank you for coming.

Below is an important write-up showing that the SF Bay Area is far and away the most unaffordable region in the nation for African-Americans and Hispanics, with a significant portion of this phenomenon being man-made, caused by state and local land use and zoning policies (including CEQA and others):

<http://www.newgeography.com/content/005767-progressive-cities-home-worst-housing-inequality>

HUD looks forward to continuing to support Oakland in the ways that we can. We're available and at your service.

Thank you again,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Laura Kroeger [mailto:lkroeger@townsendpa.com]
Sent: Monday, October 23, 2017 2:07 PM
To: Rackleff, Neal J <Neal.J.Rackleff@hud.gov>; Gaines, Ralph H <Ralph.H.Gaines@hud.gov>; Bryon, Jemine A <Jemine.A.Bryon@hud.gov>; Suchar, Norman A <Norman.A.Suchar@hud.gov>; Sardone, Virginia <Virginia.Sardone@hud.gov>; Gibbs, John <John.Gibbs@hud.gov>; Steinbauer, Shannon E <Shannon.E.Steinbauer@hud.gov>; Burley, Michael N <Michael.N.Burley@hud.gov>
Cc: Schaaf, Libby (b)(6); Karchmer, Joanne
(JKarchmer@oaklandnet.com) <JKarchmer@oaklandnet.com>
Subject: Oakland Mayor-HUD meeting - thank you

Good afternoon,

On behalf of Oakland Mayor Libby Schaaf, I wanted to thank all of you for being so generous with your time and knowledge on Tuesday during our meeting. We are eager to keep in touch on a number of issues discussed, and grateful for the opportunity to touch upon so many topics in such a short amount of time.

We look forward to further discussions on how Oakland can be at the forefront of safe, accessible, and affordable housing issues going forward.

Thank you,

Laura Kroeger

Associate, Washington, DC Office

Townsend Public Affairs, Inc.

600 Pennsylvania Avenue SE, Suite 207

Washington, DC 20003

o: 949-208-3043 m: (b)(6)

lkroeger@townsendpa.com

www.TownsendPA.com

From: Gibbs, John
Sent: 8 Nov 2017 19:39:20 +0000
To: Kathy Garner
Cc: (b)(6); jdukesjr@jdukeslaw.com; 'Franke, Myrtis (Cochran)'
Subject: RE: Sheley Place Grant No. MS0068L4G011500

Mrs. Garner,

Thank you for the additional information. I will be in touch shortly,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner [mailto:asc@megagate.com]
Sent: Wednesday, November 08, 2017 1:11 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: (b)(6); jdukesjr@jdukeslaw.com; 'Franke, Myrtis (Cochran)'
<Myrtis_Franke@cochran.senate.gov>
Subject: Sheley Place Grant No. MS0068L4G011500
Importance: High

Mr. Gibbs –

As I have stated verbally and in writing, I am unaware of a regulation or statute that would have required the “manual suspension” of our LOCCS access to the above grant. There have been no monitoring findings on the “1st” Sheley grant that would have caused any angst about this 2nd grant.

Prior to this manual suspension in December 2016, a simple budget modification (for which our then-rep, Donna Keshel, had been in agreement with and had prepared paperwork for Ms. McAdoo’s signature) was denied without citation of any wrongdoing or cause, just that HQ had said so. ASC submitted an AAQ concerning an appeal process of a decision by a CPD director (for an extension and budget modification)... and were told there was not an appeal process (attached). Four months after its submittal – close to the original grant contract ending – the budget amendment was approved without any explanation.

I must reiterate: the contract for renovation was not issued until the executed grant agreement for MS0068L4G011500 was in hand to make the project, with the funds from the first grant, work. During the C91a process for MS0068L4G011500, a Management Plan for the first grant was submitted, fully describing the situation and our plans to complete the project.

The suspension of the funds happened on February 14th...almost nine months ago. There was no contact with our organization concerning any concerns prior to this suspension of funds. It was just

done, period. Our contractor left the site in early March. We are in breach of contract with this contractor. In May, our desk officer informed us in writing that our request to use these monies was approved, even though there has been no explanation as to why the funds could not have been used in the first place. As of today, we still do not have access to these funds. Our grant contract ends 12/31 and there is no way that this can be resolved by that time. I also have no idea the additional cost that must be borne to complete the project because of this unnecessary delay which has led to further deterioration. We, of course, could not have planned for this series of events.

Thank you. I hope to hear from you concerning this project's status today.



Kathryn M. Garner, Executive Director
AIDS Services Coalition
P.O. Box 169
Hattiesburg, MS 39403-0169
601-450-4286
Fax 601-450-4285

www.ascms.org

"Thou shalt not be a perpetrator; thou shalt not be a victim; and thou shalt never, but never, be a bystander."

Washington Holocaust Museum

The AIDS Services Coalition does not discriminate on the basis of race, sex, gender identification, sexual orientation, marital status, national origin, ethnicity, religion, HIV/AIDS status, homeless status, mental disability or income.

From: Gibbs, John
Sent: 31 Aug 2017 13:25:18 +0000
To: Kathy Garner
Cc: Myrtis Franke;Beejee Dickson;Jim Dukes Jr.
Bcc: Kelley, Michael J;Burley, Michael N
Subject: RE: Thank you

Hi Mrs. Garner,

Thank you for the additional information. The plans had already been set in motion for Ms. McAdoo to get the files from the City before we spoke yesterday.

I will let her know that additional relocation documents are available to be viewed if needed.

Thank you,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner [mailto:asc@megagate.com]
Sent: Wednesday, August 30, 2017 7:40 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Myrtis Franke <myrtis_franke@cochran.senate.gov>; Beejee Dickson (b)(6) Jim Dukes Jr. <jdukesjr@jdukeslaw.com>
Subject: Re: Thank you

Mr. Gibbs-

I had asked that those files be reviewed in office because of confidentiality. In addition, the City files are not files are not complete- do not include final payments made this spring to the clients. To be honest, I am unsure when those were submitted to the City.

If Ms. McAdoo or the relocation specialist would like to review the complete tiles as we discussed this afternoon, the files are available- as I informed her last week.

Kahty

Sent from my iPhone

On Aug 30, 2017, at 5:42 PM, Gibbs, John <John.Gibbs@hud.gov> wrote:

Mrs. Garner, thank you for the additional information.

One update: I've just heard from Mrs. McAdoo that she has received your relocation files from the city of Hattiesburg, which, combined with the environmental files she also received from them, means your Tier 1 documents are complete. Your relocation files are being sent to Atlanta for review by the relocation person there.

I look forward to getting the Tier 2 information.

Thank you again for your help in his process,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner <asc@megagate.com>
Sent: Wednesday, August 30, 2017 6:05:38 PM
To: Gibbs, John
Subject: Re: Thank you

Mr. Gibbs-
I will.
I wanted to clarify one thing. The project was whole when we had the \$257200 approved.
We entered into a contract for renovation at that time.

Sent from my iPhone

On Aug 30, 2017, at 4:27 PM, Gibbs, John <John.Gibbs@hud.gov> wrote:

Hello Mrs. Garner,

Thank you for joining the conference call today and sharing additional background information with us. It will be helpful in moving the situation forward.

If you could provide the Tier 2 information, to the best accuracy/completeness you are able, that would be one less thing Ms. McAdoo would be concerned about that could stop progress.

Tier 2

1. Documentation of rehabilitation work to be completed (contractor work write-ups)
2. Original rehabilitation costs (contractor original estimates)
3. Current total cost of rehabilitation work to be completed (contractor current estimate)
4. Sources of funds

5. Letters of commitment covering the cost of item 3
6. Projected date of completion

I look forward to receiving the information at your earliest convenience, and please let me know if I can be of assistance in any way.

Thank you,

<image001.jpg>

John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Gaines, Ralph H
Sent: 27 Oct 2017 21:33:23 +0000
To: Suchar, Norman A;Gibbs, John;leslie.pollner@hklaw.com
Cc: Fila, Stephanie C;Burley, Michael N;eve.otoole@hklaw.com;Lee, Regina A
Subject: Re: Great Meeting You/Brief Follow Up

Leslie,
Thank you for coming in yesterday. We certainly plan to be supportive and look forward to further discussions concerning LA. I've copied Regina Lee who will help with scheduling.
Kind Regards,
Ralph

Get [Outlook for Android](#)

From: Leslie.Pollner@hklaw.com <Leslie.Pollner@hklaw.com>
Sent: Friday, October 27, 2017 11:59:27 AM
To: Gaines, Ralph H; Suchar, Norman A; Gibbs, John
Cc: Fila, Stephanie C; Burley, Michael N; eve.otoole@hklaw.com
Subject: Great Meeting You/Brief Follow Up

Ralph, John, and Norm:

Thank you for taking the time to meet with LA County CEO Satchi Hamai yesterday. We found the meeting extremely productive and will send follow up materials shortly.

You mentioned that ending homelessness is a top priority for Secretary Carson. With that in mind, I wondered if you might have time for a brief follow up meeting in the next week or two. We are working on a national initiative with a number of communities across the country that we thought you might be interested in. Also, wanted to make sure you were aware of some of the actions that we understand that other agencies are taking—that may impact your work as well.

Does anything work for your schedule?

Many thanks!

Best,
Leslie & Eve

Leslie Pollner | Holland & Knight

Sr Policy Advisor

Holland & Knight LLP

800 17th Street N.W., Suite 1100 | Washington, DC 20006

Phone 202.469.5149 | Fax 202.955.5564
leslie.pollner@hklaw.com | www.hklaw.com

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From: Holly Fowler
Sent: 22 Sep 2017 12:55:52 -0400
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Alexa Bush;Alycia Meriweather;Angela Hojnacki;DeAngelo Alexander;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam;charlotte.gale@foodcorps.org
Cc: Mike Callahan;Michelle Madeley
Subject: LFLP Detroit - See you Monday!
Attachments: LFLP Detroit_Full Agenda.pdf

Hello LFLP Detroit Steering Committees, Support Team, and Federal Partners,

We look forward to being together on Monday midday. As a reminder, the attached agenda contains the full schedule of events for the workshop including timing, locations, parking, and other logistics.

If you have any questions or concerns, please reach out to Monica or myself. I will be onsite as of Monday morning and the phone in my signature works for text, email, or phone.

Have a great weekend and see you at the workshop!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

☒ ☒ ☒

Local Foods, Local Places Technical Assistance Workshop
Detroit, MI – September 25 & 26

When	What	Where	Description
Day 1 – Sept. 25 12:00-12:45 PM	Community Tour	Drew Farm & Drew Transition Center Tour 9600 Wyoming St., Detroit, MI 48204 (enter at Chicago Ave. parking lot)	The tour and informal lunch are opportunities for the steering committee to meet and to interact informally with out-of-town guests in advance. The tour focuses on any key physical locations of the community, including potential sites, projects, and assets.
12:45-1:30 PM	Informal Lunch	Drive to Breithaupt Career & Tech Center 9300 Hubbell St., Detroit, MI 48204	Lunch will be prepared and served by Breithaupt students. <i>Plan B: Lunch at Drew Transition Center, provided by DPSCD-Office of School Nutrition</i>
1:30-2:00 PM	Community Tour	Breithaupt Career & Tech Center 9300 Hubbell St., Detroit, MI 48204	Tour Breithaupt Culinary Arts facilities
2:00 – 3:30 PM	Community Tour	Drive to Mackenzie Elementary-Middle School 10147 W. Chicago, Detroit, MI 48204	Tour Mackenzie Elementary-Middle School building and outdoor property (5min general overview at each location below: <ul style="list-style-type: none"> • Library • Cafeteria • Gym • Science Classroom (Ms. Brownfield's room) • School Gardens: Christine Brownfield, Mackenzie Science Teacher • Student Farm Space: Matthew Hargis, OSN Farm Manager • Drainage Basin Space: Kristine Hahn, MSU Extension • Fenced Tree Space: Dean Hay, The Greening of Detroit • Playground: William Davis, Barton-McFarland Neighborhood Association • Football Field: Coach Tezz, Youth Football Program • Tennis Courts: Brandon Copeland, Elmira Valley Wood Block Club • Old Mackenzie High School Site: Rosa Glover-Adams, Mackenzie High School Aluma & current Mackenzie Elementary-Middle School Assistant Principal

When	What	Where	Description
Day 1 – Sept. 25 5:00-8:00 PM	Session One Local Food's Role in Communities and Community Values, Vision, and Goals <i>Purpose: "Where are we now, where do we want to be"</i> <i>Light Dinner provided by DPSCD Office of School Nutrition</i>	Mackenzie Elementary-Middle School 10147 W. Chicago, Detroit, MI 48204	<p>Purpose of this session is to introduce everyone to the project and engage in exercises that reveal community values and vision. There will be presentations made by both consultants and local leaders. This is a "show and tell" session where people learn from each other and sets the stage for more detailed work the following day on these general areas:</p> <p><i>Cross-cutting themes: food as a catalyst for change; opportunities for skills development and employment</i></p> <ul style="list-style-type: none"> ▪ Restore and reimagine the recreational spaces adjacent to Mackenzie ▪ Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School ▪ Create new opportunities for community engagement/connectivity between Mackenzie students, their families, and neighborhood residents
Day 2 - Sept. 26 9:00 AM-Noon	Session Two Strategies to Strengthen the Local Food System and Place-based Considerations <i>Purpose: "What We Want To Happen"</i> <i>Light snacks/refreshments provided by DPSCD Office of School Nutrition</i>	Drew Transition Center Staff Dev. Rm 9600 Wyoming St., Detroit, MI 48204 (enter at Chicago Ave. parking lot)	<p>The purpose of this session is to explore strategies for accomplishing the goals and vision discussed the previous night. This will involve a presentation with case study examples and exercise to help the community identify components/assets of its local food system, where the community may like to apply specific strategies. The session ends with a brainstorming session on next steps actions to prep for the afternoon session.</p>
Day 2 - Sept. 26 12:00-1:00 PM	Lunch Break	On-site	Lunch prepared and served by Drew students and FoodCorps service members, featuring Drew Farm produce.
Day 2 - Sept. 26 1:00-4:00 PM	Session Three: Moving Forward: Implementation Action Plan <i>Purpose: "How to Make it Happen"</i>	Drew Transition Center Staff Dev. Rm 9600 Wyoming St., Detroit, MI 48204 (enter at Chicago Ave. parking lot)	<p>This final work session will identify specific actions and responsible parties, and finish any of the work products started in the morning. The results will be completed Action Planning tables that include specific actions for achieving the goal, along with timelines, milestones, financial and human resources, roles and responsibilities, and next steps. Emphasis will be on near term and implementable next steps needed to move forward. The session concludes with a plenary debrief, closing statements and next steps.</p>

Local Foods, Local Places – Steering Committee, Federal Partners, and TA Team

Local Steering Committee

- **Community POC** | Monica DeGarmo, Program Manager - Office of School Nutrition, Detroit Public Schools Community District (DPSCD)
- Christine Brownfield, Mackenzie Elementary-Middle School Teacher, DPSCD
- Dean Hay, Director of Green Infrastructure & ISA Arborist, The Greening of Detroit
- Skyla Butts, Asst. Director Health & Wellness Promotion - Office of School Nutrition, DPSCD
- Matthew Hargis, Farm Manager - Office of School Nutrition, DPSCD
- Kevin Frank, District Head Chef - Office of School Nutrition, DPSCD
- Rosa Glover-Adams, Mackenzie Elementary-Middle School Assistant Principal, DPSCD
- Coach Tezz, Mackenzie Youth Football Coach, DPSCD
- Kristine Hahn, Community Educator, Michigan State University Extension
- Kelly Landin, Mackenzie Elementary-Middle School Teacher, DPSCD
- Karen Whitsett, President, Grow Little Field Block Club
- William Davis, Barton-McFarland Neighborhood Association

Federal Agency Partners

- Michelle Madeley, Office of Sustainable Communities, U.S. EPA
- John Gibbs, HUD
- Desiree Hatcher, Community Development Director, Federal Reserve Bank of Chicago
- Jenna Segal, Farm to School Midwest Regional Lead, USDA FNS
- Jon Grosshans, Community Planner, U.S. EPA Region 5
- Larry Alcantar, HUD Region 5
- Daniel J Huyck, HUD Region 5
- Savannah Halleaux, USDA FSA
- Marisa Jones, Healthy Communities Manager, Safe Routes Partnership
- Devita Davison, Marketing and Communications Director, Food Lab Detroit

Technical Assistance Team

- Holly Fowler, CEO, Northbound Ventures
- Mike Callahan, Project Manager/AICP, Renaissance Planning

From: C. Banks
Sent: 10 Sep 2017 05:48:27 -0400
To: John Gibbs
Cc: Gibbs, John; Sehra Eusufzai; Carrie Sheffield; Hanz Odaga
Subject: Re: HUD at Silicon Harlem

We are excited and honored to have you accept our invitation. I am currently in China and will return next week. My team will be in touch in the meantime and I look forward to connecting with you when I get back.

Clayton

On Sep 9, 2017 9:37 PM, "John Gibbs" <(b)(6)> wrote:
Hello Clayton,

Very glad to meet you!

As for background, in addition to the details Carrie shared, I have experience working in Silicon Valley, including startups, and was formerly a software engineer there. My undergrad degree was Computer Science.

I look forward to being a small part of the great work you're doing.

Please let me know the details of Oct. 27th: Topic, length, audience, etc.

Thank you,

- John Gibbs

On Thu, Sep 7, 2017 at 6:46 PM, C. Banks <(b)(6)> wrote:
John and Carrie,
Adding my team to move this forward.

John,
We are honored to have you join us.

Clayton Banks
CEO

On Sep 7, 2017 5:55 PM, "Carrie Sheffield" <(b)(6)> wrote:
Hi Clayton, please meet the amazing John Gibbs, who works with Dr. Carson at HUD. He is a friend of Bold (fyi, John, Clayton is a Bold adviser) and former Bold Contributor. John has degrees from Stanford, Harvard and worked at Apple. He has graciously expressed interest in speaking at the Oct. 27 Silicon Harlem

event--could you share more about logistics of the event? e.g. timing, topic, format etc.

Thank you!
Carrie



Carrie Sheffield
Founder, Bold
t.202-306-8509
Website



--

This message solely and strictly reflects only the personal views of the sender, and in no way represents the views or positions of the US government.

From: Holly Fowler
Sent: 25 Jul 2017 13:51:22 -0400
To: Brooke Juday;Christine Brownfield;Dean Hay;Desiree Hatcher;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Alexa Bush;Angela Hojnacki;DeAngelo Alexander;Gabe Leland;Isaac Robinson;Lindsay Turpin;Matthew Hargis;Mona Ali;Sidney Vinson;Winona Bynam
Cc: Mike Callahan;Michelle Madeley
Subject: Reminder: LFLP Detroit - Call #1 on 7/26 @ 9 AM
Attachments: LFLP Detroit_Call 1 Agenda.pdf

Hello LFLP Detroit,

This is your technical assistance team with a friendly reminder that the day has arrived and tomorrow is our first of three planning calls for the ***Local Foods, Local Places Detroit*** workshop scheduled for Sept. 25-26, 2017.

Please note that the phone number for this call has been updated. Below are the details to connect by phone and to follow along with documents online tomorrow.

Step 1: From your phone, dial +1-240-454-0879, then enter meeting # (b)(6)

Step 2: To join the online portion of this meeting, click on this link: www.webex.com

Attached is the list of participants and agenda outline. The purpose of our call will be to introduce and clarify project expectations, understand context, clarify community and workshop goals, initiate the community self-assessment, start building of workshop participant invitation list, and to identify supporting data and studies.

I look forward to speaking with you all very soon. Please do not hesitate to contact me with any questions or concerns.

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

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Local Foods, Local Places – Detroit, MI

Call 1 Agenda | Wednesday July 26, 2017 | 9-10:30 AM EST

Participants

Technical Assistance Team

- Holly Fowler, CEO, Northbound Ventures
- Mike Callahan, Project Manager, Renaissance Planning

Federal Agency Partners/Invited Partners

- Michelle Madeley, Office of Sustainable Communities, U.S. EPA
- Jon Grosshans, Community Planner, U.S. EPA Region 5
- John Gibbs, HUD
- Desiree Hatcher, Community Development Director, Federal Reserve Bank of Chicago
- Marisa Jones, Healthy Communities Manager, Safe Routes Partnership

Local Steering Committee

- **Community POC** | Monica DeGarmo, Program Manager - Office of School Nutrition, Detroit Public Schools Community District (DPSCD)
- Christine Brownfield, Mackenzie Elementary-Middle School Teacher, DPSCD
- Kelly Landin, Mackenzie Elementary-Middle School Teacher, DPSCD
- Rosa Adams, Mackenzie Elementary-Middle School Assistant Principal, DPSCD
- Karen Whitsett, President, Grow Little Field Block Club
- William Davis, Barton-McFarland Neighborhood Association
- Dean Hay, Director of Green Infrastructure & ISA Arborist, The Greening of Detroit
- Kristine Hahn, Community Educator, Michigan State University Extension
- Brooke Juday, Food Corps Service Member / Nutrition Educator at Mackenzie School, DPSCD
- Kevin Frank, District Head Chef - Office of School Nutrition, DPSCD
- Skyla Butts, Asst. Director Health & Wellness Promotion - Office of School Nutrition, DPSCD

Support Team (attend planning calls as available)

- DeAngelo Alexander, Mackenzie-Elementary School-Principal, DPSCD
- Alexa Bush, Senior City Planner, City of Detroit - Planning Department
- Gabe Leland, District 7 Council Member, City of Detroit - Mayor's Office
- Mona Ali, District 7 Deputy Manager, City of Detroit - Mayor's Office
- Lindsay Pielack, Co-Director, Keep Growing Detroit
- Angela Hojnacki, Access & Education Program Manager, Fair Food Network
- Sidney Vinson, Interim Deputy Executive Director – Office of School Nutrition, DPSCD
- Winona Bynam, President, Detroit Food Policy Council

Call Purpose

- Introduce and clarify project expectations
- Understand community context and clarify workshop goals
- Initiate community self-assessment and building of invitation list
- Identify relevant data and studies
- Logistics (e.g. meeting venue, community tour sites, timing)

From: Bennett Brooks
Sent: 9 Aug 2017 11:53:58 -0400
To: Baietti, Joseph A
Cc: Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri Brokopp Binder;Greer, Alex;Shana Udvardy;Victoria Herrmann;Staudt, Amanda;Allen, David;Geller, Laurie;Warden, Toby M;Kreidler, Heather L.;sspector@ddcf.org;RobertF@RPA.ORG;Carri Hulet;kristin.marcell@dec.ny.gov;Arigoni, Danielle M;Jennifer Li;Rachel Cleetus;Astrid Caldas;Kristina Dahl;Gibbs, John;Roberts, Susan;Erika Spanger-Siegfried
Subject: Re: Managed Retreat Scoping Meeting
Attachments: Retreat_Dec_2015_Meeting_Summary_FINAL.pdf

Joey (and all),

Many thanks for the great call last week. Carri and I so valued getting to hear of the many and varied ongoing efforts. We very much look forward to staying in touch with you all.

In the meantime, we are sending along a copy of the report we wrote based on our December 2015 Coastal Retreat workshop, *"Community Transformation at the Water's Edge."* We welcome feedback and/or questions.

Best,
Bennett Brooks and Carri Hulet
Consensus Building Institute

On Aug 9, 2017, at 11:28 am, Baietti, Joseph A <Joseph.A.Baietti@hud.gov> wrote:

Hello all,

I wanted to remind everyone to send me any resources mentioned during our meeting last Thursday. Feel free to send me any additional resources that you feel would be relevant to share with the group. I will compile and send out with a brief summary of last week's meeting.

Thanks,
Joey

Workshop Summary

Meeting Purpose and Participants

In December 2015, the Consensus Building Institute organized and hosted a workshop, "Community Transformation at the Water's Edge." The goal of the workshop was to explore the obstacles that prevent communities from discussing and planning for the inevitable transformation of land and property along vulnerable coasts and shorelines due to rising seas and more volatile storms. We knew participants would want to discuss institutional and financial barriers to retreat, but we also wanted to bring to light emotional, cognitive, and socio-psychological hurdles and in order to explore possible strategies for overcoming them.

The workshop brought together a diverse group of 30 thinkers and doers from a wide variety of disciplines and lived experience, including residents of coastal communities; a post-disaster social worker; local, state, and federal government representatives; climate scientists; a change management consultant; planners; artists who use expression to help people think about transformation; academics; adaptation finance administrators; and policy mediators. We invited this eclectic group of participants because we believe retreat is a multi-faceted problem that requires a multi-expert and multi-experience approach if there is any hope of understanding or addressing it.

A brief note on terminology
Throughout this document we use different terms to describe a planned change from current conditions along coasts and riverine shores to different conditions, in response to climate risks. Sometimes we call this "transformation at the water's edge." Usually, we call it "retreat" or "managed retreat" for brevity and because retreat is a term that is more commonly used and understood. We understand the sensitive nature of naming and use different terms intentionally because we lack a common language to describe the kind of change we are discussing in this summary.

Workshop Design and Agenda

We designed the workshop to foster two important dynamics: a creative atmosphere where participants could generate good ideas for hard problems and an easy mixing space where participants, mostly unknown to one another beforehand, would have a chance to interact. To help increase comfort and familiarity, all participants received bios with photos prior to the workshop (Appendix A) and the day started with an exercise that encouraged immediate one-on-one interactions. Throughout the day, most of the discussion occurred in small groups to deepen familiarity and maximize the opportunity for participants to express their views. To encourage creativity, workshop participants visually sketched their reflections about the experience of communities dealing with rising seas on large butcher paper for all to see. In an effort to help participants connect with the lived experience of people who must leave their homes and communities, Anu Yadav, a performance artist and activist, shared three brief

excerpts from a one-woman play she wrote after living and working with a community through their eviction from government housing. The emotional power of her performance left a deep impression on many participants, and led to dialogue that was rich with references to the “human side” of community transformation, which we believe would have been largely absent from the discussion if not for Anu’s contribution.

The day started with a grounding presentation that teased apart multiple challenges to discussing retreat (let alone doing it). From there, participants discussed their key takeaways from a set of case studies received in advance (See Appendix C), then spent the remainder of the morning reflecting on what makes tackling retreat so difficult. In the afternoon, the group focused on possible solutions for addressing the topic at the community- and regional-scales. (See the agenda in Appendix B.)

Throughout the day, CBI invited participants to share their developing ideas openly on camera. 24 brief reflective pieces are viewable [here](#). The ideas expressed in the videos have also been woven into this summary.

Key Themes and Lessons

The format of the meeting encouraged participants to share experiences, offer ideas and suggestions, and raise questions about retreat. We have organized a broad array of input into key themes in an attempt to capture cross-cutting concepts with some additional detail.

Words matter

As noted above, there is no recognized lexicon for talking about this issue, and most of the words currently used are insufficient and/or imprecise. A word such as “relocate” may sound accurate and practical to a government official but may conjure discriminatory policies toward marginalized groups and displacement for the sake of development and growth to local residents. The word “retreat” is also loaded with cultural resistance to loss and a sense that to retreat is “un-American.” Other terms, including transform, change, migrate, escape, leave, move, renew, or even re-create have a place in this discourse, but none seem to have a common meaning.

Takeaway: In the absence of a recognized lexicon, word choices should be made with care. Recognize the power of words and make the effort to find and use words and phrases that resonate with the person or community at hand. Explicit conversations about language are essential.

The Issue is Multi-Dimensional

Retreat is a complex topic with many angles meriting consideration, and the frame through which retreat is viewed significantly affects one’s perspective. Some important and distinct conversations about retreat are possible in at least these dimensions:

- *Scale:* Different conversations are possible at the local, regional, state, and national scale.

- *Information:* Knowledge comes from many sources: local knowledge and wisdom, local experience, science, statistics, professional expertise, and others.
- *Finance/funding:* Money may come from public or private sources, from an individual or a collective, and may be slated for individual or more coordinated retreat. Financing may be available for planning, but not implementation, and vice versa.
- *Emotion and feeling:* Loss, grief, fear, anger, stubbornness, helplessness, defiance, hope, disappointment...the list of competing and complicated emotions associated with retreat seems endless. The key point is that the reasons people choose to avoid retreat or to undertake it are not limited to cost/benefit analyses.
- *Relationships and community:* People in vulnerable neighborhoods could be multi-generational families, neighbors, friends, rivals, etc. Relationships can be the fuel that moves forward or holds back dialogue.
- *Culture and identity:* The attachment to place is different for everyone and can play a significant factor in residents' perspectives on leaving. For some, moving to another place is primarily a question of logistics, while for others, going somewhere else may mean losing (or recreating) one's identity.
- *Equity and power:* Differences in power among those who are affected calls for a justice framework. Looking at the barriers through the lens of justice reveals stark differences in individuals' capacity to adapt. Money, relationships, and systemic privilege or the lack of these things may directly influence a person or community's willingness to engage the topic. Also, a justice framework shapes the set of options that make sense because it forces the question, "Options for whom?"
- *Timeframe:* A community may feel an immediate, urgent need to retreat to avoid danger in response to a destructive event, or may recognize a need to retreat in the future but feel less of a sense of urgency or may even pass along the burden to future generations. In addition, solutions, funding, and options may be immediately available to a community or may be a tentative, far off prospect.
- *Nature and human life:* Retreat happens (or doesn't) in an ecosystem – the actions of humans affect nature, which affect humans, who react in ways that affect nature, etc.

Takeaway: It is important to approach this issue with an appreciation for its multi-dimensional nature. For example, some of the participants who work in the administration of programs that fund or otherwise administer retreat programs were especially moved by the emotional heft of Anu's performance and reflected that their work might be too myopic. There is a strong temptation to see the issue only through the frame one knows or can control.

Integrate Hearts, Hands, and Brains

There is a pressing need to integrate emotional intelligence into the analysis necessary to plan or implement managed retreat. Discussing managed retreat with people who live and work in a vulnerable place, especially if they have lived there a long time, will trigger strong emotions. This is reasonable – even predictable – and working with these emotions must be an integral part of the approach.

- Many of the people thinking about retreat are good at "the brain part," but not so good at hearts and hands.

- Assume the journey will be painful and helping/holding people through that pain is important.
- We should ask who is working on retreat and what is their skillset. Do they have emotional intelligence, empathy, and the capacity to help people through these questions?
- Visual arts and theater may communicate information more readily and deeply than words on a page. The arts offer an alternate, and often more efficient and powerful, pathway to both technical or “intellectual” information and feelings, such as connection and empathy.
- Consultants and officials need to listen. We need to hear what people are going through and develop work in the context of their experience.
- Connecting with people takes time and effort. It must be adequately resourced.
- People need a circular discussion, not a linear one. They need a place where they can sit and talk together as people rather than “participants” in a program or agenda. (The agenda-driven discussion at the meeting workshop was cited as an example of linear thinking, while the performance broke that mold.)
- Data, science, and information play a critical role, and the lack of data, especially information that is locally relevant to communities and neighborhoods, contributes to people’s reticence to talk about retreat.
- At the same time, information that is not contextually relevant, sensitive to local dynamics, and easy to understand becomes another kind of stumbling block. Data must be trusted to be useful.
- The most trusted data is the kind that is produced or informed by the community itself. Look for ways to optimize community-based monitoring to foster both community support for any action and financial support from the government.
- Visualizing science makes a difference. Maps, photo simulations, and spatial imaging tap into different kinds of intelligence and emotional connection.

Takeaway: If there is a “right” way to talk about retreat, it probably involves a deliberate attempt to connect hearts, hands, and brains. Retreat efforts should at least try to increase opportunities for empathy and emotional connection. Listening, using art, employing less linear approaches, and representing scientific information visually are a start.

Seek Equity

The impacts of climate change do not fall evenly or fairly across society. Some people are hit harder than others because of differences in capacity to adapt to changing circumstances. These result from differences in financial resources, age, support networks, language, community identity, or any number or combination of other factors. Some of these factors are just “life,” but many require a justice framework to appropriately assess and address.

- Relocation is one of the most challenging issues of our times. People need to be front and center. Human rights need to be protected in light of enormous loss of land and place.
- A legacy of displacement may be at play with whole communities, neighborhoods, or individual households.

- Many of the climate-vulnerable places in the world are also home to indigenous peoples. Keeping these communities intact should be a matter of both international and national priority.
- In cases where a community is unable to advocate appropriately for itself, agencies can help empower them. This could take the form of training in negotiation or communication or paid time to participate in community meetings, for example.

Takeaway: Applying a rights framework to coastal adaptation in general, and retreat questions in particular, is critical because the potential for infringing on human rights is so high. A thoughtful, well-designed adaptation strategy might even seek to right some of the wrongs of the past. Importantly, the failure to create and implement a managed retreat plan without using a justice framework runs the risk of having disproportionately harmful effects on communities that are least-equipped to adapt.

Work at the local level

Planning for transformation at the water's edge requires local knowledge and buy-in to be effective, but securing both is enormously challenging. The legal system that governs property ownership in the US supports decision-making at the parcel level, not the neighborhood scale, so there is little formal incentive for neighbors to band together to explore joint solutions for coordinated, whole-community transformation. Also, multi-stakeholder efforts on public matters take time and people, including community volunteers. Local people must be empowered to effectively consider and evaluate options and propose solutions if we are to avoid top-down decisions that can only come to fruition through condemnation and eminent domain. Retreat matters are also particularly complex – they require a combined understanding of local experience, scientific data, and analysis that few people know how to understand or interpret without some orientation.

- Adaptation involves both learning and collective decision-making. The knowledge base has to increase while the decision-making process moves along in parallel.
- Resources for retreat, such as buyout dollars, can be distributed unevenly if a sponsoring agency doesn't know the neighborhood and/or the community doesn't try to work together. This can lead to spotty relocations, neighborhoods that feel like "ghost towns," and unpredictable demands on public services, such as utilities and emergency vehicles.
- Many people care about what happens to their homes and property after they leave. One commonly expressed fear is that retreat is simply a mechanism for displacement and gentrification.
- Many communities have social capital that might be drawn upon to facilitate successful retreat processes. This social infrastructure, including, for example, trust among neighbors, shared experiences, and established connections, should be used and valued just as we do physical and financial infrastructure.
- If there is a history of mistrust due to community or class displacement, working at the local level is especially important and requires extra effort and skill.
- Local communities dealing with the same issues and questions should connect with each other.

- Programs can create distance between a community and an agency, which can lead to an “us/them” mentality and one group villainizing the other. Working together helps communities and agencies develop common objectives, so they can most effectively address the threat.
- The Foxbeach neighborhood on Staten Island is a model for a community-based grassroots effort of managed retreat. What worked?
 - Educated residents on resources/what happens to land after retreat
 - Customized approach (working with a variety of funding agencies instead of just one)
 - Crucial bottom-up organizing effort by community
 - Previous extreme weather events (the community was primed)

Takeaway: Ultimately managed retreat comes down to many individuals making decisions about their private property, but those individual decisions have a collective impact. This dynamic will be unique in different places, thus the need to work at the local level in order to customize the approach.

Timing dictates activity and opportunity

Sea level rise will be devastating to many places in the long run, but the threat has limited power in the present because it is a slow moving change. Storms are dramatic, but they also strike unpredictably, and are often forgotten too soon after the weather returns to “normal.”

- Timing may explain some of the differences in community outcomes on Staten Island after Hurricane Sandy. The Foxwood Beach community’s retreat process started in the immediate aftermath of Hurricane Sandy. Other, slower moving neighborhoods have struggled in comparison, with residents relocating in a piecemeal fashion.
- People have a hard time anticipating change and remembering past difficulties, but in the immediate wake of a storm, a window of opportunity can open in which people are more open to thinking and talking about managed retreat than at other times. Managers of retreat programs should institutionalize a constructive way of using this window of opportunity.
- When in crisis members of a community draw on the relationships and resources they have built during more peaceful times. Municipalities can encourage stronger social fabric in their communities so they are better prepared for tough days ahead.

Takeaway: Managed retreat programs must think about what works when. In the absence of a storm, municipalities can plan and proactively build social capital. During the crisis, the value of that social capital is tested, and strong networks tend to bolster communities’ resilience. Directly after a storm, there is a window of opportunity in which people are more willing to talk about managed retreat than at any other time. Program managers should prepare to use each timeframe effectively.

Money, money, money

Managed retreat involves a transfer of property rights or use. This change in ownership or management necessarily results in both financial burden and opportunity.

- The biggest problem for municipalities, especially small municipalities, is their desperate need to attract investment. Often, waterfront property is the most valuable land in the community, so making a deliberate choice to remove some of it from the tax rolls is a financially challenging decision.
- Different types of properties have different values. If a town or city's waterfront is filled with dense commercial or industrial development, the economic impacts of managed retreat become incredibly complex. Loss of tax revenue, loss of jobs, disconnecting transportation and utility networks, and a seemingly endless list of other considerations become part of the conversation.
- Accounting for losses and gains is hard enough when the assets at stake are structures and land with a calculable market value. But it is nearly impossible to place a value on the non-tangible aspects of living near water.
- There is little argument that managed retreat costs less than disaster recovery, but nearly all the existing resources at the federal, state, and local level are dedicated to post-disaster recovery. It's a backwards, reactive system.
- Simply put, people who are upside down in their mortgages can't leave, even if they want to do so.
- Given the scale of the problem and the lack of government resources for pre-crisis action, there is a huge opportunity for foundations to step in and fund retreat.

Takeaway: Work to shift dollars from recovery to preparation, planning, and managed retreat. It's wiser and cheaper to be proactive rather than reactive.

Inspire a paradigm shift

Retreat implies a reaction to an impending force that coastal and shoreline communities cannot withstand, but in reality, managed retreat is a proactive measure that avoids the need to react in crises later. How different would this conversation be if it were viewed in this way?

- *Looking forward – Hiraeth*, a Welsh word that invokes longing or sadness for a place left behind that can't be returned to, is an apt word for describing what some people experience when they think about retreat. Can this be turned around so people look forward to a safer tomorrow with a beautiful legacy, rather than a solemn nostalgia for what is lost?
- Managed retreat is like end-of-life planning, and we could learn from it. Few want to talk about their own mortality but doing so makes it possible for people to pass on their own terms. It also helps prevent family conflicts, financial trouble, and other losses.
- Change the focus from what will be lost to what will be passed on; for example, homes may be lost, but the community might be preserved through their joint commitment to leave behind a safe, natural space that can provide protection and beauty for all to enjoy.
- People have lived on these coasts for thousands of years and have been adapting to them throughout that time. Connect this phase of adaptation to those of the past.
- Emphasize that a different future is not necessarily a lesser future.
- Don't assume there will be antagonism, hostility, or resistance to managed retreat.

Takeaway: To bring retreat into the set of potential adaptation options, a paradigm shift may be needed from a mental framework of loss to one of legacy, protection, and wise planning for future generations.

CBI Reflections and Recommendations:

A working framework for advancing the potential for retreat as a viable adaptation strategy

The key motivation for this workshop was a deep desire to uncover or spark insights that would help CBI staff and others working with communities on retreat to do that job better. Having reflected on the lessons shared and learned at the workshop, we propose the following framework for thinking about retreat. It includes four key streams of focus, with one that cuts across the others:

IMPROVE INSTITUTIONS	IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES	BUILD AND LEVERAGE SOCIAL CAPITAL	DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS
And always: KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY			

KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY

The need for a justice and equity framework cuts across the four other streams of focus because institutions, tools, and engagement processes so often lose sight of the people they serve. Also, deep-seated prejudices and systems of injustice can dominate the forces that are relevant to retreat, such as land use decisionmaking, real estate and other market drivers, and traditional modes of civil discourse. We believe these forces of inequity must be actively countered. To start, we pose the question, “Does this retreat-related [institution, tool, or process] increase equity and justice?” If not, what can we adjust to tip the scale in the right direction?

IMPROVE INSTITUTIONS

The lack of sufficient institutional support for retreat leaves households, businesses, and public entities in a catch-22. If communities and property owners don’t assess, identify, and respond to their vulnerabilities, they run the risk of experiencing avoidable harm. But if they do acknowledge the elephant in the room, they paint a target on their backs with nowhere to turn for help. In the current environment, planning for retreat is disincentivized to the point that most people either avoid the topic altogether or make the rational choice to wait for a catastrophe to trigger the only kind of readily available institutional help they can get.

Some of the challenges that need to be overcome were raised at the workshop and worth enumerating here:

- There is an overwhelming focus on recovery (particularly at the federal level).
- Programs tend to be reactive rather than proactive.
- The programs that *are* proactive deal with the next storm, not chronic problems or high risk eventualities.
- Agencies use the word “resilience” instead of “adaptation,” which limits the conversation to emergency management by focusing on protection and accommodation, rather than retreat and relocation.
- FEMA’s cost-benefit analysis used for competitive grants is not helpful – it doesn’t account for non-economic factors.
- Buy-out programs can take so long and the waiting game takes a toll.
- Many states and communities do not have mitigation plans. Those that do almost universally lack plans for retreat.
- Many jurisdictions lack clear land policies that would make wise retreat possible.
- The flood insurance program incentivizes people to stay in vulnerable places. Subsidies to the program mask the true cost of disaster recovery.
- There is a lack of internal coordination among agencies that might help (FEMA, HUD, NRCS, etc.).

Institutional change is arduous, but there are some approaches we can take to better connect with the scattershot institutional resources that currently exist and facilitate the bigger changes that must necessarily come in the future. As a community of practice, we can **share what we know about the institutional responses communities have received to date**. We can identify the agencies, foundations, and other entities that are helping and how. We can demonstrate precedent, start to develop some ideas around best practices, and otherwise build an argument for institutional support by **documenting and sharing data, including the stories** of communities in transformation. These records can illustrate the obstacles people face and the creative approaches taken to overcome them.

Retreat efforts can build on the environmental planning world’s current emphasis on **adaptive management**, which encourages experimentation, monitoring, and adjustment over time. We can encourage communities to **use vulnerability analysis** to identify both safe areas and priority areas for retreat. Institutions that currently administer buyout programs can be encouraged to **evaluate the role of eminent domain** with an eye to cost, safety, political viability, social interests, and equity considerations. Municipalities may avoid the most challenging aspects of a retreat conversation in the future by **supporting policies that prohibit development on vulnerable land** and **identifying potential sites for relocation**, even when a community has not yet committed to the concept of retreat.

In all attempts to work on retreat from any angle, we can **model and demand commitment to equity and justice** in institutional decision-making. We can communicate to institutions that doing this right **requires partnership with local communities**. We can stress that it takes an enormous amount of work and commitment from the people on the ground and seek ways to **compensate or at least acknowledge the dedication of local people** who give up their evenings

for stakeholder meetings and spend their own social capital getting neighbors engaged and involved. We can **engage diverse actors, such as universities, hospitals, and private sector stakeholders** to complement agency resources and solicit them for more.

And, given the reality of an institutional void, we can **acknowledge that reform is necessary, but not sufficient, so we must not be paralyzed into doing nothing.**

IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES

Transferring property from its current owners to future owners (including public institutions) is ultimately a transaction. It is a process that will benefit tremendously from more creative and more sophisticated tools than available today. Currently, for example, cost-benefit analysis frameworks inadequately address equity and justice concerns. The existing institutional resources primarily fund recovery efforts (FEMA), or inappropriately incentivize risk (National Flood Insurance Program). The burden to figure out the financial aspects of managed retreat falls almost entirely to the individual property owners and municipalities, who tend to have the least exposure to creative financing mechanisms.

We should **catalogue the tools that currently exist and track results when they are used.** The catalog would list and define specific tools, such as transferable development rights, housing swaps, impact fees, re-zoning approaches, etc. A description of the differences among a range of municipal, state, and federal buy-out programs would reveal customized approaches to match with certain communities. Inefficient or non-productive funding sources, such as flood insurance, could be reallocated if stakeholders and the public had a better understanding of the landscape of financing tools available.

Some **intermunicipal agreements** might be made between the communities people are retreating from and the communities to which they are relocating. Communities should **fold managed retreat into their economic development strategies**, such as eco-tourism, re-development, or density goals. Buy-out programs and other approaches could also be better aligned with community goals if they were **developed collaboratively, with community members at the table.** In general, **partnerships need to develop with municipalities, homeowner associations, and financial gurus and institutions** to think creatively about new tools. For example, banks should **explore ways to absorb upside-down mortgages** to create more opportunity for municipal buyouts. This could be done through a collaborative process with bank representatives, upside-down mortgage holders, and municipal officials.

BUILD AND LEVERAGE SOCIAL CAPITAL

We need institutions and financial mechanisms to make community transformation possible, but we need strong social capital to make it probable. Even if we could wave a magic wand and resolve all the financial issues today, the communities with large reserves of social capital would still be better positioned to manage the range of social, emotional, psychological, and community cohesion issues intrinsic to community transformation.

Building social capital with the specific intent to make a community more adaptive to climate impacts leads to **specific strategies that both encourage dense social networks and educate about real risks**. This approach is important because strong communities will only use their social capital to explore retreat if they believe it is in their best interest. Municipalities can also create a **culture of collaboration by engaging the public in public processes** like participatory budgeting or community consultations on land use and zoning. These activities build the collective capacity of community members to wrestle with difficult decisions and trade-offs that satisfy multiple interests. People who understand the risks posed by climate change **should work to raise the collective consciousness through various media**. The more these efforts can be paired with **strategies to create connections among neighbors and fellow citizens**, the more they can serve the dual purpose of strengthening community bonds and education. Efforts to build social capital that can be leveraged for climate related decision-making should **prioritize trust building among various actors in the community**, including businesses, municipal government, civic associations, and individuals in vulnerable locations. When people know each other and have had positive experiences working together in the past, they are more likely to engage productively with each other in the future. Thus, **having fun, performing service, and working collaboratively as a community** all build social capital in ways that can be leveraged for productive, community-based decision-making around climate adaptation in the future – especially on the difficult topic of retreat.

DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS

Even with all the right resources and relationships in place, we are left with a plethora of *how* questions to answer. How are people first approached on the topic of retreat? What information do they need and how will they get it? How can their emotional needs be met? How can the process increase the likelihood that equitable, just decisions are made? How do we know who should be involved in the decision-making? When is the right time to address risks? The list goes on.

We have enumerated dozens of reasons why, for so many, “retreat is not an option.” But in spite of the challenges that compel communities to disregard or delay consideration of retreat as an option, we believe a good process might open new doors.

The following distinct ideas or suggestions strike us as worthy of experimentation.

1. **Engage communities in joint problem-solving.** Unfortunately, adaptation planning can so quickly devolve into an “Us vs. Them” fight between residents and the municipality. The city or town becomes the big, bad wolf trying to “force people out of their homes,” when, in reality, the affected residents and businesses are in it together with the municipality. They have many shared problems, including the reality that the loss of land and property has a direct negative impact on everyone – households have to relocate; businesses lose sales and, potentially, infrastructure; and the city loses property taxes and potentially tourist attractions. The municipality also often holds property rights along the coast, which they must also give up or dedicate to other uses. If municipalities, households, and businesses could see their situation as a shared predicament, they might be able to work together more creatively to develop shared solutions.

2. **Increase the opportunity for equitable solutions by building the negotiation and self-advocacy capacity of underrepresented or historically marginalized groups.** In addition, employ engagement methods that facilitate participation for all, including translation services, changing meeting times and locations to accommodate specific populations, providing childcare and meals, etc.
3. **Use art in many forms and for a variety of functions.** Use art to help affected parties express what they are going through. Use art to help those who are not affected to increase their empathy. Use art to create hypothetical scenarios or simulations that can abstract issues from the immediate challenges. Use art to teach complex topics, such as climate modeling, land subsidence, vulnerability analysis, and more.
4. **Anticipate and plan for the opportunities and attention that exist during the window of opportunity immediately following a disaster.** Make sure there is a process in place for people who are looking for a way to avoid being hurt again.
5. **Model the engagement process on end-of-life planning,** which approaches a similarly difficult question about an unavoidable future in a way that dignifies the transformation and puts the decisions about that change of state in the hands of the person who will experience it.
6. **Create strong partnerships** with a variety of people and institutions that can support the affected communities, including public agencies, foundations, technical experts, professionals with grief and loss expertise, artists, etc. Form public/private partnerships that can endure after a specific decision-making process has been completed.
7. **Consider the scalability and replicability of any process to another.**

What's Next?

At the conclusion of the workshop, nearly all participants expressed interest in continuing the conversation. CBI has since convened a climate retreat work group, which is currently open to all attendees of the workshop and will be opened more broadly in the future. This group met in February 2016 and again in May. We plan to continue to meet every other month to further explore what retreat might look like in different places by identifying and developing actionable ideas and building a community of practice. The work group has identified the following priority areas for exploration:

- Practical solution generation – solutions, ideas, programs, strategies, tools, and resources communities are currently using
- Language – what language should be used when dealing with “retreat”?
- Leading community conversations – facilitating community-based, public conversations about retreat-related risk management
- Arts – how can arts and performance help engage people with retreat?
- Real world challenges – discussion of challenges, needs, and problems in order to collectively problem-solve
- Leadership – fostering and finding community leadership

This summary is available on CBI's website, www.cbuilt.org.

Appendix A: [Participant Bios](#)

Appendix B: [Workshop Agenda](#)

Appendix C: [Case Studies](#)

From: Bush, Kevin J
Sent: 21 Jul 2017 15:04:04 +0000
Cc: Kevin Bush
Subject: A fond farewell...

Fellow HUDlums --

It's with a heavy heart that I want to share with you my decision to leave HUD.

It's hard to believe that just six years ago, I walked into Chicago's Metcalfe building to start as a wide-eyed PMF at FPM in Chicago. From that time, until 2 years later when I joined the Hurricane Sandy Rebuilding Task Force, and all the way to my current home at OED (of many names), I have grown much. Thank you all for teaching me what it means to be a public servant.

On August 4th, I'll walk out the door of this brutalist building to begin my next chapter as the District of Columbia's first Chief Resilience Officer. I'm humbled by the challenge and excited to help DC become more resilient in the face of change (climate, housing affordability, economic, technology. and more).

If you'll permit me to be a little cheesy, then I'll leave you with the following thought. Gandhi once said that "the vocation of every man and woman is to serve other people." Thank you for recognizing that call and dedicating your work to improving the lives of the most vulnerable among us.

Please do keep in touch. My personal e-mail is (b)(6) I'm always looking for a happy hour!

Cheers,

Kevin J. Bush

Team Lead, Community Planning and Infrastructure
HUD | CPD | Office of Economic Development
(202) 746-6929 | <http://www.hud.gov/oed>

From: Baietti, Joseph A
Sent: 3 Aug 2017 15:22:19 +0000
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl; Gibbs, John
Subject: FW: Managed Retreat Scoping Meeting
Attachments: Map-GCC.DOCX, Managed Retreat Working Meeting Agenda .docx

-----Original Appointment-----

From: Baietti, Joseph A
Sent: Tuesday, June 27, 2017 5:13 PM
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl
Subject: Managed Retreat Scoping Meeting
When: Thursday, August 03, 2017 3:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Georgetown University Law Center: RM 420 in the Williams Law Library

Join from PC, Mac, Linux, iOS or Android: <https://georgetown.zoom.us/j/344372505>

Or join by phone: Dial in: (866) 299-7945; Access code:

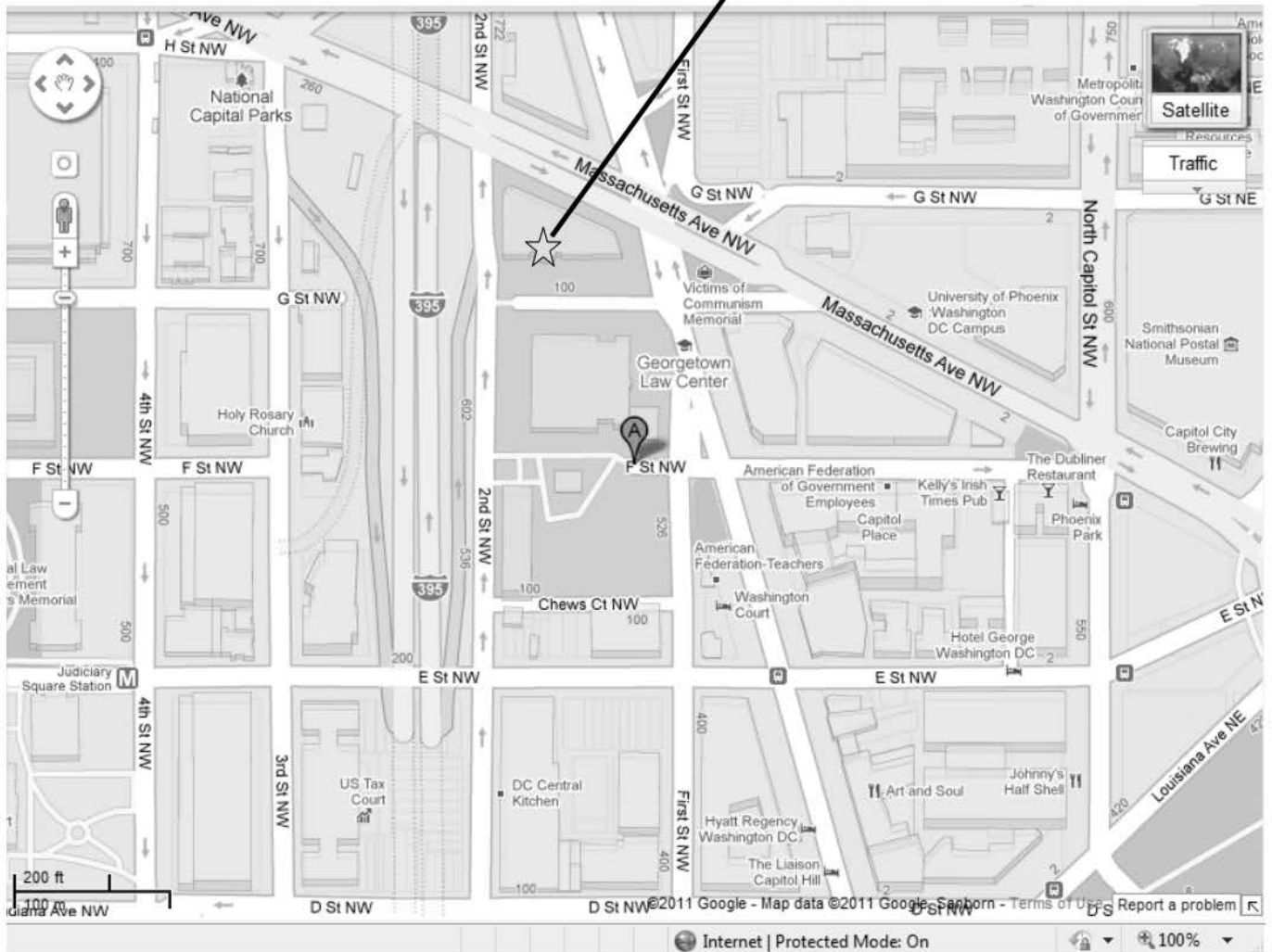
The library is on the corner of 2nd Avenue, NW and Massachusetts (a couple blocks down from Union Station). A map of the campus is attached. Just a reminder, Georgetown Law Center is not Georgetown proper but instead the Law Center is located over by Union Station. The room seats 25 so please feel free to forward this invite to folks you think may want to join.

I would also like to start sourcing some agenda items. Please email me individually with items you would like to discuss during this meeting.

Looking forward to meeting with you all soon!

Best,
Joey

Georgetown Climate Center, In the Williams Law Library



Managed Retreat Working Meeting Agenda

Thursday, August 3, 3:00 PM – 4:30 PM EST
Georgetown University Law Center, Room 420
Dial-in: 866-299-7945; Access Code: 4345789

- | | |
|---|------------|
| 1. Welcome and introductions | 5 minutes |
| 2. Rising Seas Report presentation from the Union of Concerned Scientists | 25 minutes |
| 3. Group report out on current work with managed retreat and relocation | 25 minutes |
| 4. Open discussion | 25 minutes |
| 5. Wrap-up/Next steps | 10 minutes |

From: Kathy Garner
Sent: 8 Nov 2017 12:11:28 -0600
To: Gibbs, John
Cc: (b)(6); jdukesjr@jdukeslaw.com; 'Franke, Myrtis (Cochran)'
Subject: Sheley Place Grant No. MS0068L4G011500
Attachments: Question Response for CoC Question ID 95063 - HUD Exchange Ask A Question
Importance: High

Mr. Gibbs –

As I have stated verbally and in writing, I am unaware of a regulation or statute that would have required the “manual suspension” of our LOCCS access to the above grant. There have been no monitoring findings on the “1st” Sheley grant that would have caused any angst about this 2nd grant.

Prior to this manual suspension in December 2016, a simple budget modification (for which our then-rep, Donna Keshel, had been in agreement with and had prepared paperwork for Ms. McAdoo’s signature) was denied without citation of any wrongdoing or cause, just that HQ had said so. ASC submitted an AAQ concerning an appeal process of a decision by a CPD director (for an extension and budget modification)... and were told there was not an appeal process (attached). Four months after its submittal – close to the original grant contract ending – the budget amendment was approved without any explanation.

I must reiterate: the contract for renovation was not issued until the executed grant agreement for MS0068L4G011500 was in hand to make the project, with the funds from the first grant, work. During the C91a process for MS0068L4G011500, a Management Plan for the first grant was submitted, fully describing the situation and our plans to complete the project.

The suspension of the funds happened on February 14th...almost nine months ago. There was no contact with our organization concerning any concerns prior to this suspension of funds. It was just done, period. Our contractor left the site in early March. We are in breach of contract with this contractor. In May, our desk officer informed us in writing that our request to use these monies was approved, even though there has been no explanation as to why the funds could not have been used in the first place. As of today, we still do not have access to these funds. Our grant contract ends 12/31 and there is no way that this can be resolved by that time. I also have no idea the additional cost that must be borne to complete the project because of this unnecessary delay which has led to further deterioration. We, of course, could not have planned for this series of events.

Thank you. I hope to hear from you concerning this project’s status today.



*Kathryn M. Garner, Executive Director
AIDS Services Coalition
P.O. Box 169
Hattiesburg, MS 39403-0169*

601-450-4286

Fax 601-450-4285

www.ascms.org

"Thou shalt not be a perpetrator; thou shalt not be a victim; and thou shalt never, but never, be a bystander."

Washington Holocaust Museum

The AIDS Services Coalition does not discriminate on the basis of race, sex, gender identification, sexual orientation, marital status, national origin, ethnicity, religion, HIV/AIDS status, homeless status, mental disability or income.

From: aaq@hudexchange.info
Sent: 3 May 2017 14:14:08 -0600
To: asc@megagate.com
Subject: Question Response for CoC Question ID 95063 - HUD Exchange Ask A Question

Question Status: Answered

Thank you for submitting a question via the HUD Exchange. The response to your question is listed below.

Requestor Name: Kathryn Garner

Requestor Email: asc@megagate.com

Question Related To: Continuum ofCare Program

Question ID: 95063

Question Subject:

Appeal Process

Question Text:

What is the appeal process for a decision made by a State Field Office? The area of concern would be a CoC grant extension. Is the State Field office required to provide a detailed denial or approval of a grant extension?

Response:

Thank you for your question.

SNAPS does not have an appeals process for decisions made by the field office. To further assist you with your concerns, your question has been forwarded to the desk officer assigned to your CoC.

Please click on the [View Question] button below to perform the following actions:

- **View your question**, answer, and any applicable attachments
- **Ask a new, unrelated question** using the same requestor information
- **Reopen this question** if you need more assistance with the same question

[View Question](#)

This email account (aaq@hudexchange.info) does not have the ability to reply to emails. Please DO NOT REPLY to this email address, as all messages sent to this address will not be responded to. Please direct any inquiries regarding HUD Exchange or its Ask A Question system to info@hudexchange.info or ask another question using the "View Question" link located above. Please keep this email for your records.

From: Kathy Garner
Sent: 30 Aug 2017 18:40:05 -0500
To: Gibbs, John
Cc: Myrtis Franke;Beejee Dickson;Jim Dukes Jr.
Subject: Re: Thank you

Mr. Gibbs-

I had asked that those files be reviewed in office because of confidentiality. In addition, the City files are not files are not complete- do not include final payments made this spring to the clients. To be honest, I am unsure when those were submitted to the City.

If Ms. McAdoo or the relocation specialist would like to review the complete tiles as we discussed this afternoon, the files are available- as I informed her last week.

Kahty

Sent from my iPhone

On Aug 30, 2017, at 5:42 PM, Gibbs, John <John.Gibbs@hud.gov> wrote:

Mrs. Garner, thank you for the additional information.

One update: I've just heard from Mrs. McAdoo that she has received your relocation files from the city of Hattiesburg, which, combined with the environmental files she also received from them, means your Tier 1 documents are complete. Your relocation files are being sent to Atlanta for review by the relocation person there.

I look forward to getting the Tier 2 information.

Thank you again for your help in his process,

John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner <asc@megagate.com>
Sent: Wednesday, August 30, 2017 6:05:38 PM
To: Gibbs, John
Subject: Re: Thank you

Mr. Gibbs-
I will.

I wanted to clarify one thing. The project was whole when we had the \$257200 approved. We entered into a contract for renovation at that time.

Sent from my iPhone

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Tier 2

1. Documentation of rehabilitation work to be completed (contractor work write-ups)
2. Original rehabilitation costs (contractor original estimates)
3. Current total cost of rehabilitation work to be completed (contractor current estimate)
4. Sources of funds
5. Letters of commitment covering the cost of item 3
6. Projected date of completion

I look forward to receiving the information at your earliest convenience, and please let me know if I can be of assistance in any way.

Thank you,

<image001.jpg>

John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Taffet, Clifford
Sent: 5 Jun 2017 14:27:11 +0000
To: Taffet, Clifford;Constantine, Peter J;Arigoni, Danielle M;Dykgraaf, Kathryn C;Martinez, Michael J;Rosenberg, Jessica L;Wallington, Joanne C;Hensley, Henry;Tse, Yennie Y;Hennessy, Matthew L;Yearwood, Marcelline;Forero, Jaime E;Bohnet, Brooke M;Friedman, Naomi E;Beckles, Angela L;Riley, Rachel M;Gerecke, Sarah S;Hoban-Moore, Patricia A;Brown, Victoria C;Walsh, Christopher K;Kelly, Holly A
Cc: Wanzer, Terri L;'wanzergroup@hotmail.com';Ryan, Marcus D;Gibbs, John
Subject: 2nd - PBEC Training and Capacity Building Subcommittee Meeting - Conf. Call
Info: (888) 363-4749 - Code: 7630262 - (R. LEE)
Attachments: HUD Resources for SMEs.docx, Difficulty vs Importance Matrix.docx

5/30/2017 – Greetings All: Changed to new date and time (from 5/31 @9:00am). Thanks.

HUD RESOURCES

CART

CART is a reference tool designed by the US Department of Housing and Urban Development to display HUD's investments in communities across the United States. Use the Search bar to enter a name of a City, County, Metropolitan Area or State to see many of HUD's investments or use the Advanced Search for more options. CART can easily generate reports in PDF and Excel.

eGIS

The HUD eGIS Storefront is an easy-to-use site where users can search for and discover HUD's geospatial datasets, application programming interfaces (APIs), web-based mapping tools, and other eGIS initiatives.

- [HUD Geospatial Data](#): Your source for all HUD Geospatial data. Use our Geospatial Portal to quickly and easily find the datasets you need.
- [eGIS Applications](#): Find a HUD enterprise Geographic Information Systems (eGIS) application, including CPD Maps, EZ/RC Locator and many more.
- [HUD eGIS Documentation](#): Learn more about HUD's data offerings, including data dictionaries for our hosted datasets as well as API usage examples.

HUD Exchange

The HUD Exchange is an online platform for providing program information, guidance, services, and tools to HUD's community partners, including state and local governments, nonprofit organizations, Continuums of Care (CoCs), Public Housing Authorities (PHAs), tribes, and partners of these organizations.

The HUD Exchange provides resources and assistance to support HUD's community partners including:

- **Programs and Related Topics**
 - [Program and Related Topic pages](#) | Find home pages for HUD programs, systems, and related topics to help communities administer their programs.
 - [Policy Areas](#) | Learn more about what HUD is doing to support selected policy areas. Featured policy areas include affordable housing development and preservation, community and economic development, environment and energy, fair housing, ending homelessness, homeownership, rental assistance, and supportive housing and services.
- **Resources**
 - [Resource Library](#) | Explore featured publications and browse regulations, policy guidance, toolkits, and other resources.

- [Sustainable Communities Initiative Resource Library](#) | Browse plans, toolkits, reports, webinars, and factsheets from the Regional Planning and Community Challenge grants.
- [Frequently Asked Questions](#) | Find answers to frequently asked questions grouped by program, system, and topics.
- **Trainings**
 - [Trainings](#) | Find and register for upcoming and online trainings, and view and download materials from previously held trainings.
- **Program Support**
 - [Ask A Question](#) | Ask policy and reporting system questions and receive answers from HUD.
 - [Request Program Assistance](#) | Request in-depth assistance with implementing a HUD-funded program.
- **Grantee Data and Profiles**
 - [Grantee Profiles](#) | Find contact information, reports, awards, and jurisdiction information for organizations that receive HUD funding.
 - [Awards and Allocations](#) | View award data for CDBG, CoC, ESG, HOME, HOPWA, and NSP.
- **News**
 - [Email Updates](#) | Subscribe to email updates for the latest policy changes and guidance, critical deadlines, and upcoming trainings.
 - [News](#) | View the latest news related to policy changes and guidance, training opportunities, and critical deadlines.

Other Resources

- [HUD@Work Place-Based Portal](#) | Learn about the status and FAQ of place-based efforts at HUD on this internal-to-HUD webpage within HUD@Work.
- [SME Network OneDrive Folder](#) | View high-level informational files regarding the SME Network in this shared online folder.
- [Strong Cities, Strong Communities Initiative](#) | View reports, best practices, and stories from the interagency SC2 Initiative projects across the US.
- [National Resource Network](#) | Explore reports and resources from the National Resource Network technical assistance group.

Luxury

Strategic

Least
Difficult
Most
Difficult

Least Important

Most Important

Low hanging fruit

High ROI

From: Kathy Garner
Sent: 31 Aug 2017 09:11:04 -0500
To: Gibbs, John
Cc: 'Myrtis Franke'; 'Beejee Dickson'; 'Jim Dukes Jr.'
Subject: RE: Thank you

It is my understanding that this is a part of her monitoring of the City of Hattiesburg; not ASC.

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, August 31, 2017 8:25 AM
To: Kathy Garner <asc@megagate.com>
Cc: Myrtis Franke <myrtis_franke@cochran.senate.gov>; Beejee Dickson <beejeed@yahoo.com>; Jim Dukes Jr. <jdukesjr@jdukeslaw.com>
Subject: RE: Thank you

Hi Mrs. Garner,

Thank you for the additional information. The plans had already been set in motion for Ms. McAdoo to get the files from the City before we spoke yesterday.

I will let her know that additional relocation documents are available to be viewed if needed.

Thank you,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Kathy Garner [mailto:asc@megagate.com]
Sent: Wednesday, August 30, 2017 7:40 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Myrtis Franke <myrtis_franke@cochran.senate.gov>; Beejee Dickson <(b)(6)>; Jim Dukes Jr. <jdukesjr@jdukeslaw.com>
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Thank you,

<image001.jpg>

John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Victoria Herrmann
Sent: 26 Oct 2017 19:37:58 -0400
To: Shana Udvardy
Cc: Baietti, Joseph
A;sspector@ddcf.org;RobertF@RPA.ORG;chulet@cbuilding.org;bbrooks@cbuilding.org;kristin.m
arcell@dec.ny.gov;Jennifer Li;Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri
Brokopp Binder;alex.greer@okstate.edu;Staudt, Amanda;Allen, David;Geller, Laurie;Warden,
Toby M;Kreidler, Heather L;Arigoni, Danielle M;Rachel Cleetus;Astrid Caldas;Kristy Dahl;Gibbs,
John;Erika Spanger-Siegfried;Roberts, Susan
Subject: Request for DC Meeting Kristina Peterson of Lowland Center Nov 2 /
Nov 3

Good evening,

I hope this email finds everyone well. I apologize for the late email but Kristina Peterson of the Lowland Center, Louisiana, will be in DC November 1, 2, and 3 after the Keeping History Above Water conference in Annapolis.

She is hoping to meet as many people while in town about managed retreat to exchange ideas and share the work she is doing. If you have time next week to meet her, I would appreciate if you could fill out the Doodle poll below. I will follow up individually, or perhaps if a time works for several people for a group, to schedule a meeting with her and I.

<https://doodle.com/poll/xbhdynedwqyqnsue>

Warm wishes and hope to see some of you next week!

Victoria

--

Victoria Herrmann
President & Managing Director

The Arctic Institute |
Center for Circumpolar Security Studies
P.O. Box 32175
Washington, DC 20007
Phone: +1-202.350.1384 | Cell: (b)(6)
e-mail: Victoria.Herrmann@thearcticinstitute.org | www.thearcticinstitute.org



THE ARCTIC INSTITUTE
CENTER FOR CIRCUMPOLAR SECURITY STUDIES



From: Bennett Brooks
Sent: 9 Aug 2017 11:53:58 -0400
To: Baietti, Joseph A
Cc: Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri Brokopp Binder;Greer, Alex;Shana Udvardy;Victoria Herrmann;Staudt, Amanda;Allen, David;Geller, Laurie;Warden, Toby M;Kreidler, Heather L.;sspector@ddcf.org;RobertF@RPA.ORG;Carri Hulet;kristin.marcell@dec.ny.gov;Arigoni, Danielle M;Jennifer Li;Rachel Cleetus;Astrid Caldas;Kristina Dahl;Gibbs, John;Roberts, Susan;Erika Spanger-Siegfried
Subject: Re: Managed Retreat Scoping Meeting
Attachments: Retreat_Dec_2015_Meeting_Summary_FINAL.pdf

Joey (and all),

Many thanks for the great call last week. Carri and I so valued getting to hear of the many and varied ongoing efforts. We very much look forward to staying in touch with you all.

In the meantime, we are sending along a copy of the report we wrote based on our December 2015 Coastal Retreat workshop, *"Community Transformation at the Water's Edge."* We welcome feedback and/or questions.

Best,
Bennett Brooks and Carri Hulet
Consensus Building Institute

On Aug 9, 2017, at 11:28 am, Baietti, Joseph A <Joseph.A.Baietti@hud.gov> wrote:

Hello all,

I wanted to remind everyone to send me any resources mentioned during our meeting last Thursday. Feel free to send me any additional resources that you feel would be relevant to share with the group. I will compile and send out with a brief summary of last week's meeting.

Thanks,
Joey

Workshop Summary

Meeting Purpose and Participants

In December 2015, the Consensus Building Institute organized and hosted a workshop, "Community Transformation at the Water's Edge." The goal of the workshop was to explore the obstacles that prevent communities from discussing and planning for the inevitable transformation of land and property along vulnerable coasts and shorelines due to rising seas and more volatile storms. We knew participants would want to discuss institutional and financial barriers to retreat, but we also wanted to bring to light emotional, cognitive, and socio-psychological hurdles and in order to explore possible strategies for overcoming them.

The workshop brought together a diverse group of 30 thinkers and doers from a wide variety of disciplines and lived experience, including residents of coastal communities; a post-disaster social worker; local, state, and federal government representatives; climate scientists; a change management consultant; planners; artists who use expression to help people think about transformation; academics; adaptation finance administrators; and policy mediators. We invited this eclectic group of participants because we believe retreat is a multi-faceted problem that requires a multi-expert and multi-experience approach if there is any hope of understanding or addressing it.

A brief note on terminology
Throughout this document we use different terms to describe a planned change from current conditions along coasts and riverine shores to different conditions, in response to climate risks. Sometimes we call this "transformation at the water's edge." Usually, we call it "retreat" or "managed retreat" for brevity and because retreat is a term that is more commonly used and understood. We understand the sensitive nature of naming and use different terms intentionally because we lack a common language to describe the kind of change we are discussing in this summary.

Workshop Design and Agenda

We designed the workshop to foster two important dynamics: a creative atmosphere where participants could generate good ideas for hard problems and an easy mixing space where participants, mostly unknown to one another beforehand, would have a chance to interact. To help increase comfort and familiarity, all participants received bios with photos prior to the workshop (Appendix A) and the day started with an exercise that encouraged immediate one-on-one interactions. Throughout the day, most of the discussion occurred in small groups to deepen familiarity and maximize the opportunity for participants to express their views. To encourage creativity, workshop participants visually sketched their reflections about the experience of communities dealing with rising seas on large butcher paper for all to see. In an effort to help participants connect with the lived experience of people who must leave their homes and communities, Anu Yadav, a performance artist and activist, shared three brief

excerpts from a one-woman play she wrote after living and working with a community through their eviction from government housing. The emotional power of her performance left a deep impression on many participants, and led to dialogue that was rich with references to the “human side” of community transformation, which we believe would have been largely absent from the discussion if not for Anu’s contribution.

The day started with a grounding presentation that teased apart multiple challenges to discussing retreat (let alone doing it). From there, participants discussed their key takeaways from a set of case studies received in advance (See Appendix C), then spent the remainder of the morning reflecting on what makes tackling retreat so difficult. In the afternoon, the group focused on possible solutions for addressing the topic at the community- and regional-scales. (See the agenda in Appendix B.)

Throughout the day, CBI invited participants to share their developing ideas openly on camera. 24 brief reflective pieces are viewable [here](#). The ideas expressed in the videos have also been woven into this summary.

Key Themes and Lessons

The format of the meeting encouraged participants to share experiences, offer ideas and suggestions, and raise questions about retreat. We have organized a broad array of input into key themes in an attempt to capture cross-cutting concepts with some additional detail.

Words matter

As noted above, there is no recognized lexicon for talking about this issue, and most of the words currently used are insufficient and/or imprecise. A word such as “relocate” may sound accurate and practical to a government official but may conjure discriminatory policies toward marginalized groups and displacement for the sake of development and growth to local residents. The word “retreat” is also loaded with cultural resistance to loss and a sense that to retreat is “un-American.” Other terms, including transform, change, migrate, escape, leave, move, renew, or even re-create have a place in this discourse, but none seem to have a common meaning.

Takeaway: In the absence of a recognized lexicon, word choices should be made with care. Recognize the power of words and make the effort to find and use words and phrases that resonate with the person or community at hand. Explicit conversations about language are essential.

The Issue is Multi-Dimensional

Retreat is a complex topic with many angles meriting consideration, and the frame through which retreat is viewed significantly affects one’s perspective. Some important and distinct conversations about retreat are possible in at least these dimensions:

- *Scale:* Different conversations are possible at the local, regional, state, and national scale.

- *Information:* Knowledge comes from many sources: local knowledge and wisdom, local experience, science, statistics, professional expertise, and others.
- *Finance/funding:* Money may come from public or private sources, from an individual or a collective, and may be slated for individual or more coordinated retreat. Financing may be available for planning, but not implementation, and vice versa.
- *Emotion and feeling:* Loss, grief, fear, anger, stubbornness, helplessness, defiance, hope, disappointment...the list of competing and complicated emotions associated with retreat seems endless. The key point is that the reasons people choose to avoid retreat or to undertake it are not limited to cost/benefit analyses.
- *Relationships and community:* People in vulnerable neighborhoods could be multi-generational families, neighbors, friends, rivals, etc. Relationships can be the fuel that moves forward or holds back dialogue.
- *Culture and identity:* The attachment to place is different for everyone and can play a significant factor in residents' perspectives on leaving. For some, moving to another place is primarily a question of logistics, while for others, going somewhere else may mean losing (or recreating) one's identity.
- *Equity and power:* Differences in power among those who are affected calls for a justice framework. Looking at the barriers through the lens of justice reveals stark differences in individuals' capacity to adapt. Money, relationships, and systemic privilege or the lack of these things may directly influence a person or community's willingness to engage the topic. Also, a justice framework shapes the set of options that make sense because it forces the question, "Options for whom?"
- *Timeframe:* A community may feel an immediate, urgent need to retreat to avoid danger in response to a destructive event, or may recognize a need to retreat in the future but feel less of a sense of urgency or may even pass along the burden to future generations. In addition, solutions, funding, and options may be immediately available to a community or may be a tentative, far off prospect.
- *Nature and human life:* Retreat happens (or doesn't) in an ecosystem – the actions of humans affect nature, which affect humans, who react in ways that affect nature, etc.

Takeaway: It is important to approach this issue with an appreciation for its multi-dimensional nature. For example, some of the participants who work in the administration of programs that fund or otherwise administer retreat programs were especially moved by the emotional heft of Anu's performance and reflected that their work might be too myopic. There is a strong temptation to see the issue only through the frame one knows or can control.

Integrate Hearts, Hands, and Brains

There is a pressing need to integrate emotional intelligence into the analysis necessary to plan or implement managed retreat. Discussing managed retreat with people who live and work in a vulnerable place, especially if they have lived there a long time, will trigger strong emotions. This is reasonable – even predictable – and working with these emotions must be an integral part of the approach.

- Many of the people thinking about retreat are good at "the brain part," but not so good at hearts and hands.

- Assume the journey will be painful and helping/holding people through that pain is important.
- We should ask who is working on retreat and what is their skillset. Do they have emotional intelligence, empathy, and the capacity to help people through these questions?
- Visual arts and theater may communicate information more readily and deeply than words on a page. The arts offer an alternate, and often more efficient and powerful, pathway to both technical or “intellectual” information and feelings, such as connection and empathy.
- Consultants and officials need to listen. We need to hear what people are going through and develop work in the context of their experience.
- Connecting with people takes time and effort. It must be adequately resourced.
- People need a circular discussion, not a linear one. They need a place where they can sit and talk together as people rather than “participants” in a program or agenda. (The agenda-driven discussion at the meeting workshop was cited as an example of linear thinking, while the performance broke that mold.)
- Data, science, and information play a critical role, and the lack of data, especially information that is locally relevant to communities and neighborhoods, contributes to people’s reticence to talk about retreat.
- At the same time, information that is not contextually relevant, sensitive to local dynamics, and easy to understand becomes another kind of stumbling block. Data must be trusted to be useful.
- The most trusted data is the kind that is produced or informed by the community itself. Look for ways to optimize community-based monitoring to foster both community support for any action and financial support from the government.
- Visualizing science makes a difference. Maps, photo simulations, and spatial imaging tap into different kinds of intelligence and emotional connection.

Takeaway: If there is a “right” way to talk about retreat, it probably involves a deliberate attempt to connect hearts, hands, and brains. Retreat efforts should at least try to increase opportunities for empathy and emotional connection. Listening, using art, employing less linear approaches, and representing scientific information visually are a start.

Seek Equity

The impacts of climate change do not fall evenly or fairly across society. Some people are hit harder than others because of differences in capacity to adapt to changing circumstances. These result from differences in financial resources, age, support networks, language, community identity, or any number or combination of other factors. Some of these factors are just “life,” but many require a justice framework to appropriately assess and address.

- Relocation is one of the most challenging issues of our times. People need to be front and center. Human rights need to be protected in light of enormous loss of land and place.
- A legacy of displacement may be at play with whole communities, neighborhoods, or individual households.

- Many of the climate-vulnerable places in the world are also home to indigenous peoples. Keeping these communities intact should be a matter of both international and national priority.
- In cases where a community is unable to advocate appropriately for itself, agencies can help empower them. This could take the form of training in negotiation or communication or paid time to participate in community meetings, for example.

Takeaway: Applying a rights framework to coastal adaptation in general, and retreat questions in particular, is critical because the potential for infringing on human rights is so high. A thoughtful, well-designed adaptation strategy might even seek to right some of the wrongs of the past. Importantly, the failure to create and implement a managed retreat plan without using a justice framework runs the risk of having disproportionately harmful effects on communities that are least-equipped to adapt.

Work at the local level

Planning for transformation at the water's edge requires local knowledge and buy-in to be effective, but securing both is enormously challenging. The legal system that governs property ownership in the US supports decision-making at the parcel level, not the neighborhood scale, so there is little formal incentive for neighbors to band together to explore joint solutions for coordinated, whole-community transformation. Also, multi-stakeholder efforts on public matters take time and people, including community volunteers. Local people must be empowered to effectively consider and evaluate options and propose solutions if we are to avoid top-down decisions that can only come to fruition through condemnation and eminent domain. Retreat matters are also particularly complex – they require a combined understanding of local experience, scientific data, and analysis that few people know how to understand or interpret without some orientation.

- Adaptation involves both learning and collective decision-making. The knowledge base has to increase while the decision-making process moves along in parallel.
- Resources for retreat, such as buyout dollars, can be distributed unevenly if a sponsoring agency doesn't know the neighborhood and/or the community doesn't try to work together. This can lead to spotty relocations, neighborhoods that feel like "ghost towns," and unpredictable demands on public services, such as utilities and emergency vehicles.
- Many people care about what happens to their homes and property after they leave. One commonly expressed fear is that retreat is simply a mechanism for displacement and gentrification.
- Many communities have social capital that might be drawn upon to facilitate successful retreat processes. This social infrastructure, including, for example, trust among neighbors, shared experiences, and established connections, should be used and valued just as we do physical and financial infrastructure.
- If there is a history of mistrust due to community or class displacement, working at the local level is especially important and requires extra effort and skill.
- Local communities dealing with the same issues and questions should connect with each other.

- Programs can create distance between a community and an agency, which can lead to an “us/them” mentality and one group villainizing the other. Working together helps communities and agencies develop common objectives, so they can most effectively address the threat.
- The Foxbeach neighborhood on Staten Island is a model for a community-based grassroots effort of managed retreat. What worked?
 - Educated residents on resources/what happens to land after retreat
 - Customized approach (working with a variety of funding agencies instead of just one)
 - Crucial bottom-up organizing effort by community
 - Previous extreme weather events (the community was primed)

Takeaway: Ultimately managed retreat comes down to many individuals making decisions about their private property, but those individual decisions have a collective impact. This dynamic will be unique in different places, thus the need to work at the local level in order to customize the approach.

Timing dictates activity and opportunity

Sea level rise will be devastating to many places in the long run, but the threat has limited power in the present because it is a slow moving change. Storms are dramatic, but they also strike unpredictably, and are often forgotten too soon after the weather returns to “normal.”

- Timing may explain some of the differences in community outcomes on Staten Island after Hurricane Sandy. The Foxwood Beach community’s retreat process started in the immediate aftermath of Hurricane Sandy. Other, slower moving neighborhoods have struggled in comparison, with residents relocating in a piecemeal fashion.
- People have a hard time anticipating change and remembering past difficulties, but in the immediate wake of a storm, a window of opportunity can open in which people are more open to thinking and talking about managed retreat than at other times. Managers of retreat programs should institutionalize a constructive way of using this window of opportunity.
- When in crisis members of a community draw on the relationships and resources they have built during more peaceful times. Municipalities can encourage stronger social fabric in their communities so they are better prepared for tough days ahead.

Takeaway: Managed retreat programs must think about what works when. In the absence of a storm, municipalities can plan and proactively build social capital. During the crisis, the value of that social capital is tested, and strong networks tend to bolster communities’ resilience. Directly after a storm, there is a window of opportunity in which people are more willing to talk about managed retreat than at any other time. Program managers should prepare to use each timeframe effectively.

Money, money, money

Managed retreat involves a transfer of property rights or use. This change in ownership or management necessarily results in both financial burden and opportunity.

- The biggest problem for municipalities, especially small municipalities, is their desperate need to attract investment. Often, waterfront property is the most valuable land in the community, so making a deliberate choice to remove some of it from the tax rolls is a financially challenging decision.
- Different types of properties have different values. If a town or city's waterfront is filled with dense commercial or industrial development, the economic impacts of managed retreat become incredibly complex. Loss of tax revenue, loss of jobs, disconnecting transportation and utility networks, and a seemingly endless list of other considerations become part of the conversation.
- Accounting for losses and gains is hard enough when the assets at stake are structures and land with a calculable market value. But it is nearly impossible to place a value on the non-tangible aspects of living near water.
- There is little argument that managed retreat costs less than disaster recovery, but nearly all the existing resources at the federal, state, and local level are dedicated to post-disaster recovery. It's a backwards, reactive system.
- Simply put, people who are upside down in their mortgages can't leave, even if they want to do so.
- Given the scale of the problem and the lack of government resources for pre-crisis action, there is a huge opportunity for foundations to step in and fund retreat.

Takeaway: Work to shift dollars from recovery to preparation, planning, and managed retreat. It's wiser and cheaper to be proactive rather than reactive.

Inspire a paradigm shift

Retreat implies a reaction to an impending force that coastal and shoreline communities cannot withstand, but in reality, managed retreat is a proactive measure that avoids the need to react in crises later. How different would this conversation be if it were viewed in this way?

- *Looking forward – Hiraeth*, a Welsh word that invokes longing or sadness for a place left behind that can't be returned to, is an apt word for describing what some people experience when they think about retreat. Can this be turned around so people look forward to a safer tomorrow with a beautiful legacy, rather than a solemn nostalgia for what is lost?
- Managed retreat is like end-of-life planning, and we could learn from it. Few want to talk about their own mortality but doing so makes it possible for people to pass on their own terms. It also helps prevent family conflicts, financial trouble, and other losses.
- Change the focus from what will be lost to what will be passed on; for example, homes may be lost, but the community might be preserved through their joint commitment to leave behind a safe, natural space that can provide protection and beauty for all to enjoy.
- People have lived on these coasts for thousands of years and have been adapting to them throughout that time. Connect this phase of adaptation to those of the past.
- Emphasize that a different future is not necessarily a lesser future.
- Don't assume there will be antagonism, hostility, or resistance to managed retreat.

Takeaway: To bring retreat into the set of potential adaptation options, a paradigm shift may be needed from a mental framework of loss to one of legacy, protection, and wise planning for future generations.

CBI Reflections and Recommendations:

A working framework for advancing the potential for retreat as a viable adaptation strategy

The key motivation for this workshop was a deep desire to uncover or spark insights that would help CBI staff and others working with communities on retreat to do that job better. Having reflected on the lessons shared and learned at the workshop, we propose the following framework for thinking about retreat. It includes four key streams of focus, with one that cuts across the others:

IMPROVE INSTITUTIONS	IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES	BUILD AND LEVERAGE SOCIAL CAPITAL	DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS
And always: KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY			

KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY

The need for a justice and equity framework cuts across the four other streams of focus because institutions, tools, and engagement processes so often lose sight of the people they serve. Also, deep-seated prejudices and systems of injustice can dominate the forces that are relevant to retreat, such as land use decisionmaking, real estate and other market drivers, and traditional modes of civil discourse. We believe these forces of inequity must be actively countered. To start, we pose the question, “Does this retreat-related [institution, tool, or process] increase equity and justice?” If not, what can we adjust to tip the scale in the right direction?

IMPROVE INSTITUTIONS

The lack of sufficient institutional support for retreat leaves households, businesses, and public entities in a catch-22. If communities and property owners don’t assess, identify, and respond to their vulnerabilities, they run the risk of experiencing avoidable harm. But if they do acknowledge the elephant in the room, they paint a target on their backs with nowhere to turn for help. In the current environment, planning for retreat is disincentivized to the point that most people either avoid the topic altogether or make the rational choice to wait for a catastrophe to trigger the only kind of readily available institutional help they can get.

Some of the challenges that need to be overcome were raised at the workshop and worth enumerating here:

- There is an overwhelming focus on recovery (particularly at the federal level).
- Programs tend to be reactive rather than proactive.
- The programs that *are* proactive deal with the next storm, not chronic problems or high risk eventualities.
- Agencies use the word “resilience” instead of “adaptation,” which limits the conversation to emergency management by focusing on protection and accommodation, rather than retreat and relocation.
- FEMA’s cost-benefit analysis used for competitive grants is not helpful – it doesn’t account for non-economic factors.
- Buy-out programs can take so long and the waiting game takes a toll.
- Many states and communities do not have mitigation plans. Those that do almost universally lack plans for retreat.
- Many jurisdictions lack clear land policies that would make wise retreat possible.
- The flood insurance program incentivizes people to stay in vulnerable places. Subsidies to the program mask the true cost of disaster recovery.
- There is a lack of internal coordination among agencies that might help (FEMA, HUD, NRCS, etc.).

Institutional change is arduous, but there are some approaches we can take to better connect with the scattershot institutional resources that currently exist and facilitate the bigger changes that must necessarily come in the future. As a community of practice, we can **share what we know about the institutional responses communities have received to date**. We can identify the agencies, foundations, and other entities that are helping and how. We can demonstrate precedent, start to develop some ideas around best practices, and otherwise build an argument for institutional support by **documenting and sharing data, including the stories** of communities in transformation. These records can illustrate the obstacles people face and the creative approaches taken to overcome them.

Retreat efforts can build on the environmental planning world’s current emphasis on **adaptive management**, which encourages experimentation, monitoring, and adjustment over time. We can encourage communities to **use vulnerability analysis** to identify both safe areas and priority areas for retreat. Institutions that currently administer buyout programs can be encouraged to **evaluate the role of eminent domain** with an eye to cost, safety, political viability, social interests, and equity considerations. Municipalities may avoid the most challenging aspects of a retreat conversation in the future by **supporting policies that prohibit development on vulnerable land** and **identifying potential sites for relocation**, even when a community has not yet committed to the concept of retreat.

In all attempts to work on retreat from any angle, we can **model and demand commitment to equity and justice** in institutional decision-making. We can communicate to institutions that doing this right **requires partnership with local communities**. We can stress that it takes an enormous amount of work and commitment from the people on the ground and seek ways to **compensate or at least acknowledge the dedication of local people** who give up their evenings

for stakeholder meetings and spend their own social capital getting neighbors engaged and involved. We can **engage diverse actors, such as universities, hospitals, and private sector stakeholders** to complement agency resources and solicit them for more.

And, given the reality of an institutional void, we can **acknowledge that reform is necessary, but not sufficient, so we must not be paralyzed into doing nothing.**

IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES

Transferring property from its current owners to future owners (including public institutions) is ultimately a transaction. It is a process that will benefit tremendously from more creative and more sophisticated tools than available today. Currently, for example, cost-benefit analysis frameworks inadequately address equity and justice concerns. The existing institutional resources primarily fund recovery efforts (FEMA), or inappropriately incentivize risk (National Flood Insurance Program). The burden to figure out the financial aspects of managed retreat falls almost entirely to the individual property owners and municipalities, who tend to have the least exposure to creative financing mechanisms.

We should **catalogue the tools that currently exist and track results when they are used.** The catalog would list and define specific tools, such as transferable development rights, housing swaps, impact fees, re-zoning approaches, etc. A description of the differences among a range of municipal, state, and federal buy-out programs would reveal customized approaches to match with certain communities. Inefficient or non-productive funding sources, such as flood insurance, could be reallocated if stakeholders and the public had a better understanding of the landscape of financing tools available.

Some **intermunicipal agreements** might be made between the communities people are retreating from and the communities to which they are relocating. Communities should **fold managed retreat into their economic development strategies**, such as eco-tourism, re-development, or density goals. Buy-out programs and other approaches could also be better aligned with community goals if they were **developed collaboratively, with community members at the table.** In general, **partnerships need to develop with municipalities, homeowner associations, and financial gurus and institutions** to think creatively about new tools. For example, banks should **explore ways to absorb upside-down mortgages** to create more opportunity for municipal buyouts. This could be done through a collaborative process with bank representatives, upside-down mortgage holders, and municipal officials.

BUILD AND LEVERAGE SOCIAL CAPITAL

We need institutions and financial mechanisms to make community transformation possible, but we need strong social capital to make it probable. Even if we could wave a magic wand and resolve all the financial issues today, the communities with large reserves of social capital would still be better positioned to manage the range of social, emotional, psychological, and community cohesion issues intrinsic to community transformation.

Building social capital with the specific intent to make a community more adaptive to climate impacts leads to **specific strategies that both encourage dense social networks and educate about real risks**. This approach is important because strong communities will only use their social capital to explore retreat if they believe it is in their best interest. Municipalities can also create a **culture of collaboration by engaging the public in public processes** like participatory budgeting or community consultations on land use and zoning. These activities build the collective capacity of community members to wrestle with difficult decisions and trade-offs that satisfy multiple interests. People who understand the risks posed by climate change **should work to raise the collective consciousness through various media**. The more these efforts can be paired with **strategies to create connections among neighbors and fellow citizens**, the more they can serve the dual purpose of strengthening community bonds and education. Efforts to build social capital that can be leveraged for climate related decision-making should **prioritize trust building among various actors in the community**, including businesses, municipal government, civic associations, and individuals in vulnerable locations. When people know each other and have had positive experiences working together in the past, they are more likely to engage productively with each other in the future. Thus, **having fun, performing service, and working collaboratively as a community** all build social capital in ways that can be leveraged for productive, community-based decision-making around climate adaptation in the future – especially on the difficult topic of retreat.

DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS

Even with all the right resources and relationships in place, we are left with a plethora of *how* questions to answer. How are people first approached on the topic of retreat? What information do they need and how will they get it? How can their emotional needs be met? How can the process increase the likelihood that equitable, just decisions are made? How do we know who should be involved in the decision-making? When is the right time to address risks? The list goes on.

We have enumerated dozens of reasons why, for so many, “retreat is not an option.” But in spite of the challenges that compel communities to disregard or delay consideration of retreat as an option, we believe a good process might open new doors.

The following distinct ideas or suggestions strike us as worthy of experimentation.

1. **Engage communities in joint problem-solving.** Unfortunately, adaptation planning can so quickly devolve into an “Us vs. Them” fight between residents and the municipality. The city or town becomes the big, bad wolf trying to “force people out of their homes,” when, in reality, the affected residents and businesses are in it together with the municipality. They have many shared problems, including the reality that the loss of land and property has a direct negative impact on everyone – households have to relocate; businesses lose sales and, potentially, infrastructure; and the city loses property taxes and potentially tourist attractions. The municipality also often holds property rights along the coast, which they must also give up or dedicate to other uses. If municipalities, households, and businesses could see their situation as a shared predicament, they might be able to work together more creatively to develop shared solutions.

2. **Increase the opportunity for equitable solutions by building the negotiation and self-advocacy capacity of underrepresented or historically marginalized groups.** In addition, employ engagement methods that facilitate participation for all, including translation services, changing meeting times and locations to accommodate specific populations, providing childcare and meals, etc.
3. **Use art in many forms and for a variety of functions.** Use art to help affected parties express what they are going through. Use art to help those who are not affected to increase their empathy. Use art to create hypothetical scenarios or simulations that can abstract issues from the immediate challenges. Use art to teach complex topics, such as climate modeling, land subsidence, vulnerability analysis, and more.
4. **Anticipate and plan for the opportunities and attention that exist during the window of opportunity immediately following a disaster.** Make sure there is a process in place for people who are looking for a way to avoid being hurt again.
5. **Model the engagement process on end-of-life planning,** which approaches a similarly difficult question about an unavoidable future in a way that dignifies the transformation and puts the decisions about that change of state in the hands of the person who will experience it.
6. **Create strong partnerships** with a variety of people and institutions that can support the affected communities, including public agencies, foundations, technical experts, professionals with grief and loss expertise, artists, etc. Form public/private partnerships that can endure after a specific decision-making process has been completed.
7. **Consider the scalability and replicability of any process to another.**

What's Next?

At the conclusion of the workshop, nearly all participants expressed interest in continuing the conversation. CBI has since convened a climate retreat work group, which is currently open to all attendees of the workshop and will be opened more broadly in the future. This group met in February 2016 and again in May. We plan to continue to meet every other month to further explore what retreat might look like in different places by identifying and developing actionable ideas and building a community of practice. The work group has identified the following priority areas for exploration:

- Practical solution generation – solutions, ideas, programs, strategies, tools, and resources communities are currently using
- Language – what language should be used when dealing with “retreat”?
- Leading community conversations – facilitating community-based, public conversations about retreat-related risk management
- Arts – how can arts and performance help engage people with retreat?
- Real world challenges – discussion of challenges, needs, and problems in order to collectively problem-solve
- Leadership – fostering and finding community leadership

This summary is available on CBI's website, www.cbuilt.org.

Appendix A: [Participant Bios](#)

Appendix B: [Workshop Agenda](#)

Appendix C: [Case Studies](#)

From: Goeglein, Tim
Sent: 1 Nov 2017 20:43:23 +0000
To: Gibbs, John
Cc: Brannon, Ashley
Subject: RE: Seeing John Gibbs for the schedule

Superb; all set pal; see you then

Tsg
+

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Wednesday, November 01, 2017 4:34 PM
To: Goeglein, Tim
Cc: Brannon, Ashley
Subject: RE: Seeing John Gibbs

That works! Looking forward to it,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Goeglein, Tim [mailto:Tim.Goeglein@fotf.org]
Sent: Wednesday, November 01, 2017 2:24 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Brannon, Ashley <Ashley.Brannon@fotf.org>; Goeglein, Tim <Tim.Goeglein@fotf.org>
Subject: Seeing John Gibbs

My pal

How about coming to our Focus office for coffee on

X Wed 15 Nov at 2pm?

Ok?

Cheers and regards and blessings

Tsg
+



Helping Families Thrive™

Tim Goeglein

Vice President for External and Government Relations
External Relations

tel: 202.546.0125

FocusOnTheFamily.com

From: Holly Fowler
Sent: 30 Oct 2017 08:42:03 -0400
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Charlotte Gale
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: Re: LFLP Detroit - Draft Action Plan v.2 for Review and Call #5 Reminder
Attachments: LFLP Detroit CAP Tables_Draft_v2.docx

Hello LFLP Detroit,

Our next call is this afternoon at 1:30 PM and we will use the time to review the updated action plan tables circulated last week and attached again here.

LFLP Detroit - Call #5

Date: Monday, Oct. 30, 2017

Time: 1:30 - 3:00 PM

Audio: [240-454-0879](tel:240-454-0879)

Meeting number: (b)(6)

Join online: Go to www.webex.com, select "Join", and enter the meeting number

Speak soon!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com



On Tue, Oct 24, 2017 at 9:07 AM, Holly Fowler <holly@northboundventures.com> wrote:

Hello LFLP Detroit Steering Committee and Support Team Members,

Thank you to Monica, Matt, Dean, Kristine, and Charlotte for being so engaged during our first post-workshop call held on October 18th. The results of our discussion are reflected in the updated community action plan tables attached.

The action plan is still in draft and requires your review. Please take time prior to our next call on 10/30 to read through it thoroughly. Do the actions support your goals as intended? Are there any actions missing? Is information accurate and complete? Please indicate any suggestions of edits, questions, or additional information via the "Insert Comment" function rather than tracked changes. You can also submit these to me via an email, indicating the action number that corresponds to your feedback. Our goal is to include full names and affiliations of persons mentioned and full organizational names rather than acronyms and a representative when possible.

Details of our next call are below:

LFLP Detroit - Call #5

Date: Monday, Oct. 30, 2017

Time: 1:30 - 3:00 PM

Audio: 240-454-0879

Meeting number: (b)(6)

Join online: Go to www.webex.com, select "Join", and enter the meeting number

Thank you and speak to you next week!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com

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Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

Action Plan Summary

Goal 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

Action 1.4: Throw a garden education event

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week

Action 2.2: Present the Action Plan to the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art.

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed.

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

Action 3.1: Convene meeting of Mackenzie Athletics, organized teams/clubs in the community, and individuals that currently practice, play, or exercise on Mackenzie grounds.

Action 3.2: Mow the grass and cleanup the property.

Action 3.3: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS. Contact DTE about downed power line/pole.

Action 3.4: Formalize environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

GOAL 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

The large size of the Mackenzie School property presents a unique opportunity to significantly increase classroom capacity for teachers and students by creating intentional space for environmental education and programming outside of the current school structure. A handful of garden beds on the site already provide an engagement tool for students, but increasing their number and diversifying what is produced will allow more students to use these spaces for more subject lessons more frequently. Adding clear pathways, informational signage, seating, covered work space, tools, and utilities (e.g. sinks and restrooms) will further enhance the functionality of the grounds for collaboration, reflection, and skills-building activities. A well-equipped, thoughtfully designed, facilitated, and carefully maintained “center” will enable more holistic pedagogy, beautify the school property, enhance the attractiveness of the neighborhood, and inspire all those that interact with the space.

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Teachers will have valuable insights about curriculum needs and ideas about learning strategies that will work best in an outdoor space.
Measures of success	<ul style="list-style-type: none"> • Teachers actively documenting, sharing and discussing ideas • Number of teachers engaged / ranked by interest • Ask/survey about project development • Classroom activity maps
Timeframe	1-3 months
Lead	Charlotte Gale YMS Brownfield Kelly Landin
Supporting cast	Felicia Branch (teacher) Lizzie King (teacher) Monica Degarmo Current Mackenzie Elem/Middle administrators (Jason Drain, Rosa Glover-Adams) Kristine Hahn (can facilitate)
Costs and/or resources needed	Time Teacher schedules Room reservation for meeting Process for capturing input.
Possible funding sources	N/A

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Students have ideas of what they would like to see be part of the learning center as well. Their engagement will establish a sense of ownership and entice use. Their involvement will create a sense of
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Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

	legacy, feeling that they were part of the history of the school. Empowering students to ask one another for their ideas about the project creates leadership opportunities.
Measures of success	<ul style="list-style-type: none"> • Student participation/“taking up for it” • Visible/tangible input/idea reporting • Focus group or student leadership team is formed • Garden mentorship program formed
Timeframe	1-3 months.
Lead	Derek Hightower and Zharia Akeen Kelly Landin Christine Brownfield (designing outdoor curriculum)
Supporting cast	Student council Sports teams (baseball players) Coach Perry Girls basketball coach (Shalenda Hamson) Ms. Porich (Healthy Kids Club) Garden Club members/advisors
Costs and/or resources needed	Time, schedules, determine format for capturing input
Possible funding sources	N/A

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

What this is and why it is important	This is an opportunity to learn more about what is possible, how processes work, what additional partners need to be involved, and what redevelopment plans already exist for the Mackenzie property. Success of the action plan depends on the support of school administrators.
Measures of success	Getting a meeting w/ dedicated time and the right person or people. List of yes/no/priorities/standards from them (next steps). 2 nd meeting.
Timeframe	4-6 months
Lead	Monica Degarmo
Supporting cast	Version of LFLP Steering Committee that agrees to manage the action plan implementation process: <ul style="list-style-type: none"> • Lisa Philips, Principal at Cass Tech • Sidney Vincent, Director, Office of School Nutrition • Kristie Ford, Dept. Head for Science (whole district) • Deborah Hunter-Harvall, Chair of Curriculum Committee, School Board • Alycia Meriweather, Deputy Superintendent (former Dept. of

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie	
	Science Head)
Costs and/or resources needed	Time, patience, persistence Put together a really good presentation that includes: why outdoor education is important, benefits to students <i>Presentation development resources:</i> <i>Children and Nature Network and Green Schoolyards America</i>
Possible funding sources	

Comment [HF]: Need last name from sign-in sheets

Action 1.4: Throw a garden education event	
What this is and why it is important	A special event can serve many functions: catalyze engagement; generate positive press for future fundraising; motivate administration; provide skills development; seed sale / plant sale; recruitment of volunteers; ease permitting process
Measures of success	<ul style="list-style-type: none"> • Participation (# of people who attend) • Positive feedback/responses from attendees • People or organizations that want to get involved as a result • Detroit Free Press story
Timeframe	Ready for May 2018.
Lead	Healthy School Wellness Team (TBD - some combination of parent, teacher, staff, student from Mackenzie) Derek Hightower
Supporting cast	MSU Extension Matt Hargis Food Corps Members Office of School Nutrition Emerging leaders among teachers and students (Brandy) Kristine Hahn and Deirdre Hope to connect to Master Gardeners Mona Ali Dean Hay
Costs and/or resources needed	Class/workshop design Best practices of Harvest Festival DPS High School announcements Time Event planning guidance Materials depending (e.g. seed packets, parents) Volunteers
Possible funding sources	National Gardening Association; donations (e.g. seeds)

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Mackenzie is a public asset situated in a neighborhood that has previously supported both thriving businesses and densely populated residential streets. Currently, vacant buildings and deferred maintenance have created gaps in social touchpoints and blighted the landscape. These changes keep people from enjoying the neighborhood fully and inhibit the ability for neighbors and the school community to interact more frequently. Mackenzie can be central to repairing the social fabric of the neighborhood by serving as a clean, safe, central place, where the community can gather for intergenerational social events, neighborhood meetings, and recreational activities, particularly during the many hours that the building or grounds are not in use for school functions. The Barton-McFarlane Neighborhood Association is a key partner, mobilized and ready to support the restoration and development of the many acres around Mackenzie that in turn could provide walking paths, an urban orchard, community growing space, and environmental solutions (e.g. using native plants for stormwater management) for the benefit of all.

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
What this is and why it is important	Students need to feel safe going to/from school each day. Being able to walk, bicycle or scooter at least once or twice a day provides valuable exercise and increases time outdoors, both of which are associated with improved health. Experiencing a neighborhood outside of a car raises awareness and connection to the community (e.g. ability to talk to others along the route).
Measures of success	<ul style="list-style-type: none"> • More kids walking or biking to school (#) • Amount of time spent outside utilizing school assets (minutes)
Timeframe	Short –term: Conduct a survey walk/bike to school; crowdsource walk obstacles from students Medium –term: Springtime; connect to Earth Week or Safe Routes to Schools- National Bike/Walk to School Day—May 9, 2018
Lead	Safe Route to Schools – Detroit Partnership (contact person?) Detroit Biking Coalition Charlotte Gale, Jeannette Cushway, FoodCorps Service Member @ Wayne State focused on physical education and based at Mackenzie
Supporting cast	Little Field & Elmira Block Groups Barton – McFarland Neighborhood Association Detroit Greenways Coalition (Todd Scott, ED) Local churches City Planning and Sustainability Departments Neighborhood Businesses
Costs and/or resources needed	A facilitator w/expertise in walk audits EPA toolkit on walk audits Low cost staff involvement EPA's Walkability Workbook: <ul style="list-style-type: none"> • <i>Walkability Workbook (PDF) EXIT – Tool developed through the Building Blocks for Sustainable Communities Program to guide communities in</i>

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
	<p><i>assessing the pedestrian environment and forming a vision for short- and long-term improvements to sidewalks and streets.</i></p> <p><i>Additional resources from other organizations:</i></p> <ul style="list-style-type: none"> • http://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html • http://www.pedbikeinfo.org/planning/tools_audits.cfm • http://archive.saferoutesinfo.org/sites/default/files/walkabilitychecklist.pdf <p><i>Resources for Bike and Walk to School Day:</i></p> <ul style="list-style-type: none"> • http://www.walkbiketoschool.org/ • https://www.saferoutespartnership.org/
Possible funding sources	America Walks 2017 Community Change Micro Grant (due Nov. 10, 2017) http://americawalks.org/2017-community-change-micro-grants-open/

Comment [MM]: Is there another step beyond just doing these actions—e.g. will the leads meet after their actions are complete and discuss results/findings?

Action 2.2: Present the Action Plan to both the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community.	
What this is and why it is important	There needs to be a better understanding of how both parents and the general public interact with Mackenzie and solicit their feedback on how engagement between groups could be improved and/or increased
Measures of success	<ul style="list-style-type: none"> • Contact made with PTA • Suggestion box established • List of 3-4 priorities synthesized from parent survey (possibly conducted through drop-off) or suggestions received
Timeframe	Short
Lead	Steering committee w/Charlotte Gale lead on PTA Kelly Landin Christine Brownfield
Supporting cast	PTA Leadership Mackenzie administration Student Council and Student Leadership Committee (outreach for public involvement)
Costs and/or resources needed	Time on PTA agenda Time on community Suggestion box and cards or other method for capturing feedback Communication/outreach about request for feedback
Possible funding sources	

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
What this is and why it is	A Slow Roll bike tour can demonstrate the potential of Mackenzie to

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
important	bring people together and will raise awareness of intentions to better connect the school with the community. The event is also an opportunity to gather information from riders about street conditions. Advance notice to block clubs and neighborhood associations is important to build communication exchange and engage the neighborhood, even folks who are not riding.
Measures of success	<ul style="list-style-type: none"> • Participation (# and diversity of groups represented) • Information generated and connections made as a result of the event
Timeframe	Sometime in spring; there is a DPS/Slow Roll each week
Lead	Monica Degarmo (initiate contact w/Slow Roll)
Supporting cast	Slow Roll Block Clubs Barton-McFarlane Neighborhood Association Detroit Biking Coalition DPS Communications DPD to block streets/keep riders safe
Costs and/or resources needed	Free event; low cost of custodial staff and organizing Property at Mackenzie might be challenging (small parking lot) for Slow Roll vendors and rider parking; might need to set-up at Drew and route around Mackenzie.
Possible funding sources	N/A

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
What this is and why it is important	Introducing visual cues (e.g. designated bike lane, bright crosswalks) around Mackenzie can encourage bike/pedestrian use of roads, increase safety, and also beautify the streets and grounds surrounding the school. These changes can help improve perceptions of the area. Engaging students and community members in the development of artwork will build pride and a sense of ownership, while offering opportunities for interaction among different groups.
Measures of success	The first installation Before/after survey of walking/biking to school Number of citizens or artists engaged
Timeframe	Medium (spring/summer). Long (expansion of a program)
Lead	Steering committee will identify a representative from the LFLP process and an art teacher (Mr. Rice) or someone to work w/city.
Supporting cast	Art students/artists Eastern Market (contracts for mural there)

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
	Detroit Public Works
Costs and/or resources needed	Medium for materials/paint (Look into paint type)
Possible funding sources	Eastern Market Community Mural Selection Our Town grant program, National Endowment for the Arts: https://www.arts.gov/grants-organizations/our-town/introduction

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed	
What this is and why it is important	Procedures exist, but are not perceived as being friendly to non-DPS users of the Mackenzie grounds (e.g. Block Clubs have to request use online for fee). Having a clear process and rules consistently applied will build goodwill and trust with the neighborhood and ensure there is equal access for all.
Measures of success	More events/programs for community on property.
Timeframe	Short term.
Lead	Monica Degarmo Steering committee reaches out to Helen Sidberry, Community Use Director @ DPS
Supporting cast	Neighborhood Associations and Block Groups Detroit Food Policy Council Mona Ali District Manager for the area
Costs and/or resources needed	Low cost for research and organization.
Possible funding sources	

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

School athletic programs teach team-building, build strong bodies, enable leadership experience, and provide valuable, structured, non-classroom time for youth. Well-maintained and diverse recreational spaces enhance the value of schools and neighborhoods, encourage active lifestyles, and bring people together. The extensive grounds at Mackenzie hold the potential to support a variety of organized and organic (e.g. pick-up games, stroll with a friend) recreational pursuits (e.g. football, track, basketball, baseball, softball, nature-based walking paths) for students and community members alike. As there is no formal green space within a two-mile radius of the school, the twelve acres of Mackenzie can be intentionally designed to serve as the “community’s park”.

Action 3.1: Convene meeting of Mackenzie Athletics coaches, organized teams/clubs in the community, individuals that currently practice, play, or exercise on Mackenzie grounds, and groundskeeping

What this is and why it is important	It is important to engage the groups that currently use and manage the Mackenzie grounds to understand what design and functions are necessary and what is desired in order to make the spaces and facilities most beneficial to a variety of users (e.g. school teams, community club sports, nearby residents)
Measures of success	<ul style="list-style-type: none"> Representation of stakeholders in decision-making Demand for different spaces documented with details of design requirements and anticipated scheduling (e.g. who will use it when)
Timeframe	School year 2017-18
Lead	Coach Tezz Chuck Alonte Ron Coleman (organization?) Police Athletic League (representative?)
Supporting cast	Sports clubs, school.
Costs and/or resources needed	Football field maintenance
Possible funding sources	Wayne State – RBI (Reviving Baseball in Inner Cities) grant

Comment [HF]: Full names?

Action 3.2: Mow the grass and cleanup the property

What this is and why it is important	Mowing the grass and keeping the grounds clear of trash are baseline maintenance activities for establishing the area around Mackenzie as suitable and safe for use. With a nominal amount of effort and cost, the area can be kept tidy, which will help to rebuild trust, pride, and a sense of safety. It sends a message that something is intentionally planned and progress is happening.
Measures of success	<ul style="list-style-type: none"> List of maintenance needs created Contract specifics/terms/responsible parties for maintenance activities identified Responsible parties engaged to review list of requested maintenance Long-term maintenance plan established for cleanup and planting slow-growing/native plants.
Timeframe	List of requested maintenance (1-2 months) Research and engagement (3-4 months) Clean-up and maintenance (by early spring for Slow Roll and Garden events) Long-term maintenance plan developed (School Year 2018-19)
Lead	Monica Degarmo

Action 3.2: Mow the grass and cleanup the property	
	Matt Hargis
Supporting cast	Garden Collaborative School groundskeeping and maintenance service provider/staff Green Corps Felicia Venable, Sr. Exec. Dir. Of Operations Principal Drain School Board Dr. Vitti City of Detroit Department of Public Works
Costs and/or resources needed	Some equipment (mowing – in house) Dumpster (debris removal) Trash cans for the long-term
Possible funding sources	City of Detroit Department of Public Works (trash cans?)

Action 3.3: Request water line/drainage maps from City of Detroit for Mackenzie property and NRCS; contact DTE about downed power line/pole	
What this is and why it is important	A first step to planning redevelopment of the Mackenzie grounds is to understand physical and structural elements that will impact future activities on the property.
Measures of success	<ul style="list-style-type: none"> • Contact made with NRCS and County Conservation District • Contact made with the Water Department • Maps/assessments received
Timeframe	Initial contact in 1 month Resolution as soon as possible
Lead	Monica Degarmo Matt Hargis
Supporting cast	Sidney Vincent NRCS County Conservation District Water Department
Costs and/or resources needed	
Possible funding sources	

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
What this is and why it is important	Adding signage to current outdoor spaces (e.g. raised beds, larger garden beds) that explains what they are, what's happening with each, who used the space, etc. will help students, teachers, school staff and vendors, and the community better understand. As the space matures, signage may be added that shows the history of the place or how

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
	spaces are used today. Community members have expressed that they would be more committed to maintenance and development of the space if they understood its different functions. Signage would help to prevent mow overs of plantings and may lower vandalism.
Measures of success	<ul style="list-style-type: none"> • Signs are placed at gate b/w teacher parking lot and field, next to garden beds (raised), and at other important locations • Receive feedback from community about project (e.g. information learned from signs) • Less vandalism and trash
Timeframe	Ready for spring (April 1 st)
Lead	Charlotte Gale Jeannette Cushway, Wayne State Food Crops Service member
Supporting cast	Garden Collaborative Drew Carpentry Shop Teachers (e.g. Mr. Rice, Kelly Landin, Christine Brownfield) Principal Drain and school administrators Payne grounds keeping service vendor Students (Derek Hightower, Zharia Akeen and others to help make the signs) Felicia Venable, Sr. Exec. Dir. Of Operations Michael Craig
Costs and/or resources needed	\$500 – Sign materials (e.g. chalkboard paint, printing, wooden stakes, poster board)
Possible funding sources	Donation from Home Depot, Lowe's Office of School Nutrition Budget requisition process Class time

From: Baietti, Joseph A
Sent: 3 Aug 2017 15:22:17 +0000
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl; Gibbs, John
Subject: FW: Managed Retreat Scoping Meeting
Attachments: Map-GCC.DOCX, Managed Retreat Working Meeting Agenda .docx

-----Original Appointment-----

From: Baietti, Joseph A
Sent: Tuesday, June 27, 2017 5:13 PM
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl
Subject: Managed Retreat Scoping Meeting
When: Thursday, August 03, 2017 3:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Georgetown University Law Center: RM 420 in the Williams Law Library

Join from PC, Mac, Linux, iOS or Android: <https://georgetown.zoom.us/j/344372505>

Or join by phone: Dial in: (866) 299-7945; Access code:

The library is on the corner of 2nd Avenue, NW and Massachusetts (a couple blocks down from Union Station). A map of the campus is attached. Just a reminder, Georgetown Law Center is not Georgetown proper but instead the Law Center is located over by Union Station. The room seats 25 so please feel free to forward this invite to folks you think may want to join.

I would also like to start sourcing some agenda items. Please email me individually with items you would like to discuss during this meeting.

Looking forward to meeting with you all soon!

Best,
Joey

Georgetown Climate Center, In the Williams Law Library



Managed Retreat Working Meeting Agenda

Thursday, August 3, 3:00 PM – 4:30 PM EST
Georgetown University Law Center, Room 420
Dial-in: 866-299-7945; Access Code: 4345789

- | | |
|---|------------|
| 1. Welcome and introductions | 5 minutes |
| 2. Rising Seas Report presentation from the Union of Concerned Scientists | 25 minutes |
| 3. Group report out on current work with managed retreat and relocation | 25 minutes |
| 4. Open discussion | 25 minutes |
| 5. Wrap-up/Next steps | 10 minutes |

From: Holly Fowler
Sent: 14 Nov 2017 08:38:09 -0500
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Charlotte Gale
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: Re: LFLP Detroit - Call #6 Reminder w/Updated Action Plan and Draft Report
Attachments: DetroitMI_Report Draft_11-07-17.docx, DetroitMI_CAP Tables_11-07-2017.docx

Hello LFLP Detroit,

The day is here; our final technical assistance call is this afternoon at 3:30 PM. This is a reminder to please review the documents attached in advance of the call so that we can discuss any comments, questions, or suggestions of edits as a group. Following the call, I will integrate the action plan tables into the report and provide everyone with a final version for future guidance and sharing.

Talk to you soon!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com



On Tue, Nov 7, 2017 at 1:33 PM, Holly Fowler <holly@northboundventures.com> wrote:

Hello LFLP Steering Committee and Support Team Members,

Thank you again for your participation on Call #5 last week as we heard updates on early progress and reviewed your community action plan again. We're excited by the advancement of the Slow Roll engagement already and your initiative to add an action for creation of the pollinator garden (Action 1.5 in the attached CAP Tables).

As promised, please find attached an *updated community action plan* and *draft community report* highlighting the process and outcomes of your workshop. Please take a moment to review both of these documents in advance of our sixth and final call next Tuesday afternoon, when we will discuss any

outstanding information or changes required. You may keep track of your comments or additions (e.g. full name of a person) using the "Insert Comment" function in Word as you review the action plan tables and report content and send to me in advance of the call if you prefer.

LFLP Detroit - Call #6

Date: Tuesday, Nov. 14, 2017

Time: 3:30 - 5:00 PM (*updated time*)

Audio: 240-454-0879

Meeting number: (b)(6)

Join online: Go to www.webex.com, select "Join", and enter the meeting number

Speak to you next week and do not hesitate to contact me or Monica with any questions.

Kind regards,
Holly

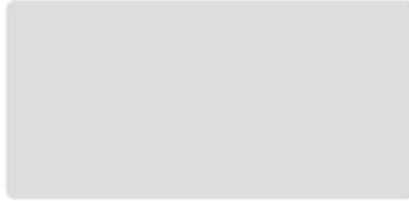
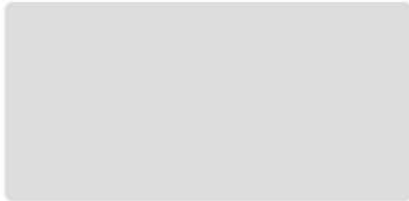
Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
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LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Local Foods, Local Places Community Action Plan for Detroit, Michigan

November 2017

DRAFT



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

Contact Information:

U.S. Environmental Protection Agency Project Contact: **Michelle Madeley**

Office of Sustainable Communities

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

Tel 202-566-1566

madeley.michelle@epa.gov

Detroit, Michigan Contact: **Monica DeGarmo, M.A.**

Program Manager

Detroit Public School Community District

Office of School Nutrition

2001 W. Warren Ave. Detroit, Michigan 48208-2216

Phone: 313-651-3457

monica.degarmo@detroitk12.org

Community Story

Detroit Public School Community District (DPSCD; Detroit Public Schools until 2015) services more than 50,000 students in 115 schools across the entirety of Detroit, making it the largest school district in Michigan¹. The district is a fraction of its peak size though, which in 1966 was almost 300,000 students in 370 schools throughout the city². Since that time, the population of Detroit has shrunk by 1.15 million people, public school enrollment has declined by 84 percent, and DPSCD has closed more than two hundred schools.



Figure 1 – A gleaming hallway and welcome banner in Mackenzie Elementary-Middle School in Detroit, Michigan.
Photo credit: Detroit Public School Community District

Over the course of the last few decades, the district's primary objective to educate youth has been challenged by diminishing resources, enrollment dollars funneling to suburban and charter schools, aging infrastructure, political turmoil, multi-week teacher strikes, and loss of trust in the system and key administrators³. Significant financial difficulties have resulted in extended periods of state-appointed management, but in 2017, DPSCD started on a new path with new leadership under Superintendent Dr. Nikolai Vitti.

Mackenzie Elementary-Middle School in the Barton-McFarlane neighborhood of Detroit, opened in fall 2012. It is a bright new facility built on the grounds where the Mackenzie High School stood until 2007. In adapting to current demographics of the city's school-aged population, Mackenzie Elementary-Middle School now offers grades K-8 and has a growing enrollment of more than 1,400 students in the 2017-18 school year. Even though the Mackenzie High School no longer stands, there is an active and proud alumni association that remains engaged in the future of the neighborhood.

Until the 1980s, Barton-McFarlane was a thriving neighborhood with factories and medical supply centers providing jobs for a middle-class neighborhood. Chicago and Wyoming Streets, the border streets of Mackenzie, were the primary shopping corridors. Lifelong residents remember when the grocery store, barbershop, pharmacy, and cleaners were within a 10-minute walk. Starting in the 1980s, however, the factories, medical centers, restaurants, barbershops, and shopping centers began to close. The loss of jobs is reflected in the neighborhood's current unemployment rate of 14 percent, with 22 percent of residents receiving less than \$10,000 of income per year. The housing occupancy rate, however, is at 87 percent and 30 percent of the population are children under 19 years old. More than 80 percent of the majority African American students who attend Mackenzie live in poverty.

The high density of the neighborhood and significant number of children make Mackenzie Elementary-Middle School a vital community asset. In addition to the school building itself, the Mackenzie grounds include seven acres of land that have been soil tested for future use, including an outdoor education center. For the past year, Mackenzie teachers, students, and FoodCorps Service Members have been

¹ Detroit Public Schools Community District: *DPSCD Superintendent Nikolai Vitti Unveils New 3 Year Strategic Plan*. Published October 26, 2017. Accessed October 29, 2017.

² A School District in Crisis: Detroit Public Schools 1842-2015. Loveland Technologies. <https://makeloveland.com/reports/schools#early-history>. Accessed October 29, 2017.

³ Ibid.

Comment [HF]: LFLP Detroit Steering Committee: Let us know if this language needs to be toned down. The purpose is to provide context, but we want to be sensitive and accurate.

nurturing elements of this outdoor learning space. Spurred by the success of neighboring Drew Farm (a DPSCD initiative), community stakeholders see the opportunity to engage students, families, and the neighborhood and increase local food access via student farm to school growing, community gardening, and education workshops focused on healthy food. There is one grocery store and no parks within a two-mile radius of Mackenzie. Therefore, the property represents an exciting foundation to strengthen and expand active living and healthy eating opportunities in the Barton-McFarlane neighborhood.



Figure 2 – Just out the back door of Mackenzie Elementary-Middle School in Detroit, Michigan, several acres of land await redevelopment into distinct educational, agricultural, and recreational areas. Photo credit: Holly Fowler (Northbound Ventures)

In 2016, the Detroit Public School Community District Office of School Nutrition requested assistance through the **Local Foods, Local Places** technical assistance program to develop an action plan for the Mackenzie Elementary-Middle School and its community. A workshop would provide more robust feedback to establish an outdoor education center at Mackenzie School with agriculture at its center, enhance recreational spaces on school grounds, and improve connectivity between the school and the Barton-McFarlane neighborhood. The community's goals are compatible with the program, which aims to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation (DOT), the Centers for Disease Control and Prevention (CDC), the U.S. Department of Housing and Urban Development (HUD), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA).

Detroit was one of 24 communities across the United States selected to participate in the program in 2017. The community pulled together a Local Foods, Local Places steering committee to help the technical assistance team and federal partners prepare for a workshop in Detroit. The steering committee members listed in *Figure 3* helped the technical assistance team hone in on a set of three goals for the workshop that are the framework for this action plan. The three goals are:

- **Outdoor Education:** Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School.

- **Connection:** Create new opportunities for community engagement /connectivity between Mackenzie students, their families, and neighborhood residents.
- **Recreation:** Restore and reimagine the recreational spaces adjacent to Mackenzie.

The Local Foods, Local Places steering committee aims to formalize its continued collaboration and involve many other local leaders and organizations as it implements this action plan. The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community's goals.

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in *Figure 3* below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The convening phase includes the effort's capstone event—a two-day workshop in the community. The next steps phase includes three follow up conference calls as well as process reporting and documentation.

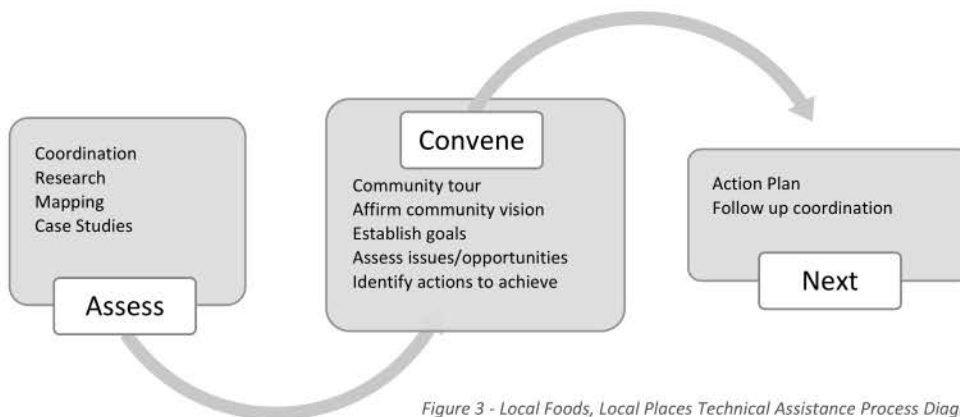


Figure 3 - Local Foods, Local Places Technical Assistance Process Diagram

The Detroit workshop occurred on September 25th-26th, 2017. It began with a welcome lunch with the steering committee members, technical assistance team, and federal partners. Lunch featured locally grown produce from Drew Farm and was prepared by Breithaupt students and served by the DPSCD Office of School Nutrition staff. Lunch was followed by a tour of key community assets described in greater detail below. The first formal session of the workshop – the community meeting – was held in the Mackenzie School cafeteria. The second day of events was held at Drew Transition Center and entailed case studies, community mapping, and an action-planning session. Key stakeholder groups, students, and residents attended the community meeting and all-day working session. The list of workshop participants is provided in **Appendix B**.

Community Tour

Comment [HF]: I think this changed due to school closing half-day. We'll need Monica to confirm.

The steering committee led a tour of key school district spaces – Drew Transition Center and Mackenzie School to help establish the context for future workshop discussions.

Drew Transition Center is a DPSCD school serving 18 to 26 year olds with cognitive and physical special needs. It is a USDA Farm to School Grant Recipient and home to a 2.5 acre farm that produced 22,000 pounds of fruits and vegetables in 2016. Drew Farm is a leader in farm to school food production and serves as an education training center for students, teachers, and families district wide. The success of Drew Farm has allowed the DPSCD Office of School Nutrition team to learn best practices and introduce food grown on-site into the school meal program.

For three years Drew Farm has offered a weekly farm stand selling organically grown produce well below the market value. Drew is approved to accept Supplemental Nutrition Assistance Cards (SNAP) and Double-Up Food Bucks, a statewide initiative to support local farms and provide more affordable healthy foods. Farm stand customers along with block clubs and neighborhood associations in the area, acknowledge a stark need for healthy food access.



Figure 4 – The community tour heads down a hallway at Drew Transition Center lined with vertical agriculture. Photo credit: Holly Fowler (Northbound Ventures)

Besides the six hoop houses full of produce and open fields speckled with melons and squash, there are bee hives and rabbits on the farm. There are plans for chickens to join the menagerie too. The group also visited the original entrance to the school, which is now a series of raised beds and a small hoop house. The transformation of the space is the result of leadership from teachers, class time from students in the woodworking program, and education grants secured from corporate sponsors like Lowe's. Many of the plantings on the grounds begin in the gym turned horticultural lab, a valuable asset for the school's science teachers and the farm team.

From Drew, the community tour crossed the road to Mackenzie Elementary-Middle School, where community steering committee members took turns interpreting the many spaces dedicated to outdoor education and recreation. Highlights of the tour included:

- School Gardens
- Student Farm
- Drainage Basin
- Fenced Tree Space
- Playground
- Football Field
- Tennis Courts
- Old Mackenzie High School Site

Behind the Mackenzie School, several large raised beds are the first indicator of the future outdoor education center. Built in the 2013-14 school year, they are primarily used by science teachers at the school and organized by grade level or function (e.g. pizza garden), but could support additional curriculums (e.g. art, math, creative writing). Just next to this garden area are native plants including wild mulberries, crab apples, and day lilies. At one time, there was an initiative to plant 100 saplings, but the young trees were not adequately marked for groundskeepers or maintained, so all have now perished. The experience highlights the need to introduce signage across the school grounds to clearly indicate specific areas of instruction or recreation.

The tour then crossed through a gap in the hedge and fence, into a large former baseball diamond now occupied by $\frac{1}{2}$ acre of school farm growing acorn squash and corn. Now in its second year, the space has avoided vandalism and could be greatly extended. Ideally, infrastructure could be added (e.g. restroom, sinks, covered work benches, tool shed) to facilitate greater production and use by teachers and students.

A short walk across an open and very sunny and hot field brought the group to the newer football field and track. The track is well maintained and used by neighbors for walking as well as organized sports teams. Use of the football field for school team practices and games could be resumed with some stormwater upgrades and turf refurbishment to remove white mesh underlying the grass. One challenge is ensuring open spaces do not become default dog parks as neighbors do bring their pets to run on the grounds. Nearby, past the now empty footprint of the old Mackenzie High School are some overgrown tennis and basketball courts that have fallen into neglect in absence of nets and sustained use, but these could be resurfaced and recovered or transformed for other activities.

Finally, the tour continued around the perimeter of the school to return to the entrance. This provided a view of neighboring streets, residences, and a group of mature shade and fruit trees near the edge of the property, which hold promise as a location to add an interpretative nature walk and/or picnic area in the future. Along much of the route outside the fence though, the sidewalk is overgrown or littered with other obstacles (e.g. trash, dangling overhead wires, downed pole) that make navigating difficult and unsafe, especially for students walking or riding bicycles to school.

More photos of the locations visited during the community tour are presented in **Appendix C**.



Figures 5 & 6 – Left: The first $\frac{1}{2}$ acre of farming at the Mackenzie School. With the guidance of a FoodCorps Service Member, students planted, harvested, and taste tested their harvest of acorn squash and pumpkins in a school wide cafeteria taste testing to celebrate National Farm to School Month October. Right: Mature trees and remnants of a walking trail are ready to be revitalized for community use. Photo Credit: Holly Fowler (Northbound Ventures)

Vision and Values

Twenty-six residents and stakeholders attended the first session of the workshop, which was a community meeting, on the evening of September 25th in the Mackenzie cafeteria. Monica DeGarmo of the DPSCD Office of School Nutrition, welcomed attendees to the event and highlighted efforts to date to advance food-based initiatives and garden programming.

The technical assistance team introduced the Local Foods, Local Places program with a short presentation, connecting its objectives to Detroit's workshop goals. To provide additional context for the community conversation, the team prepared slides specifically related to food and health in Detroit and the Mackenzie neighborhood specifically covering poverty, unemployment, SNAP eligibility, food insecurity rates, public school student meal participation, health indicators, and grocery store access. A full community profile based on widely-referenced, publicly available data sets is in **Appendix A**.

The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of food and the potential for an outdoor education center at Mackenzie. The facilitator led attendees through an exercise called *"This I believe..."* designed to evoke statements that capture the vision and values of the Mackenzie School and Barton-McFarlane communities of Detroit. Responses from this exercise are included in Figure 7 and more can be reviewed in **Appendix D**. The visioning exercises also highlighted challenges and opportunities like those in Figure 8 that influence and shape the action plan.

The sharing of ideas by participants affirmed belief in the value of school gardens and recreational spaces as social and economic platforms. There is considerable, multi-generational, enduring pride in the Mackenzie community. At the same time, attendees had questions about *who* is currently using spaces and *how*. The community meeting concluded with a review of the proposed workshop goals, which received a very positive response from participants.

THIS I BELIEVE ...

...ABOUT OUR COMMUNITY

- Can be a place of affordable, healthy food and can host a vibrant food culture including business incubation
- Present an opportunity for community building, business development, food/nutrition education and placemaking
- Strong, resilient, and will work together; full of love
- Many people in the community share this vision for the space, and will be motivated to bring their skills, relationships, and other assets to the project

... ABOUT MACKENZIE SCHOOL GROUNDS

- Provide community with food that is fresh, of value, and provided with a high level of hospitality
- Vibrant, gathering place for community
- Has the ability to change lives and build community
- Can be used as a catalyst for change in the neighborhood and empower students and their families

Figure 7 - Select responses to the *"This I believe"* exercise



OPPORTUNITIES

- Outdoor classroom (for both students and community)
- Outdoor recreation for all ages (playground, splash pad, horseshoes)
- Indoor community center (Activities that keep children occupied in the 5th to 8th grade range)
- Sports fields and programing (football, softball, baseball, basketball)
- Food production (community garden, orchard, farm, high tunnels)
- Food preservation and production (food hub, community kitchen, cooking school)
- Events and programs (music, community BBQs, reunions, pavilion, annual farm-to-table meal)
- Youth involvement and ownership (design, management, maintenance)
- Walkable (inviting murals, walking trails, gateways, shade trees, exercise stations)
- Sustainable (solar lights, solar dome, recycling)



CHALLENGES AND ACTIONS

- **Mission:** Finding overlap between school mission and community desires for property (address policy for use of the property)
- **Safety:** Improving perception of safety (lighting, more eyes on the street, more people using space)
- **Maintenance:** Maintaining what's already here (playground, stadium, fruit trees, sidewalks)
- **Community:** Defining who makes up the "community" that will use the space
- **Communication:** Engaging the neighborhood (need new tools, knock on doors)
- **Buy-In:** From the neighborhood and school district/city leadership (measurable results, visual display of a plan)
- **Funding:** For maintenance, planning, infrastructure



DEFINING SUCCESS: FUTURE NEWS

- A great central gathering place for the neighborhood "Community Hub"
- A positive place for children
- The space connects all people that make up the community
- Students feel a sense of ownership and pride
- Bring the "neighbor" back into the "hood"
- People are eating healthier local foods
- People are living more active lives
- Development of the site spreads to the neighborhood "The Whole Community is in Bloom"
- Mackenzie is the most sought after school with a "Graduation Rate of 98%"

Figure 8 – Slides from the workshop capturing perspectives from the community meeting

The second day of the workshop began with more fresh produce from the garden to augment examples of strategies used by other communities to move forward food system and place-based initiatives. Among the mini-case studies presented for consideration and inspiration for the outdoor learning center at Mackenzie were:

- Green Plate Special, Seattle, Washington
- Paul Quinn College, We Over Me Farm, Dallas, Texas
- Civic Garden Center, Green Learning Center, Cincinnati, Ohio
- Evergreen Brickworks, Toronto, Canada

Workshop attendees then participated in a brainstorming exercise, working individually and then as a group to generate specific actions to support each of the community's three goals.

Before a break for lunch, participants split into two groups to plot community connections and design ideas for school grounds on enlarged maps of the school and Barton-McFarlane neighborhood. On the neighborhood map, workshop participants labeled assets, key walking and biking routes to and from Mackenzie School, gateways to the property, and walking/biking obstacles that need improvement (infrastructure and vacant properties). On the Mackenzie school map, that group defined and prioritized development needs by six-month increments.

For the rest of the afternoon, groups of workshop attendees self-selected into smaller groups to attend to the important task of filling in the details of actions prioritized for each goal. After several hours of intense collaboration, each group presented its results to everyone. Because not everyone can be at each table for every goal, this is an important part of the workshop for filling in gaps in information and sets the stage for the final exercise of the workshop, which begins the eventual transition from planning to doing. Details of each group's maps are in **Appendix D**.



Figure 9 – Workshop participants use an enlarged map of the Mackenzie school grounds to identify priorities areas for redevelopment. Photo Credit: Holly Fowler (Northbound Ventures)

In a final exercise, participants stood up one by one and provided an “offer” and an “ask.” Offers capture the one or two things that each person is committed to doing to help move the Local Foods, Local Places process forward and help the Mackenzie community to achieve the goals outlined in the action plan. Community members offer whatever they have the time, capacity, and skills to provide. “Asks” capture what it is that participants need or want from the rest of the group to help move the process forward. This can include help on specific tasks, technical assistance, financial support, or simply continued communication and cooperation from others. The full list of offers and asks is available in **Appendix D**.

Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around five community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

INSERT ACTION PLAN TABLES WHEN FINAL

Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Participants
- Appendix C – Workshop Photo Album
- Appendix D – Workshop Feedback
- Appendix E – Funding Resources
- Appendix F – References

Appendix A:

Community Data Profile

Appendix A:

Community Data Profile

This appendix provides some key data impacting Detroit's food system across a number of topic areas: demographics, socioeconomics, health, food insecurity, grocery store access, business, agriculture, and community food assets.

Abbreviations

ACS American Community Survey
AMS Agricultural Marketing Service
BLS Bureau of Labor Statistics
BRFSS Behavioral Risk Factor Surveillance System
CDC Centers for Disease Control and Prevention
CES Consumer Expenditure Survey
CPS Current Population Survey
NASS National Agricultural Statistics Service
SAIPE Small Area Income and Poverty Estimates
SFMNP Senior Farmers' Market Nutrition Program
SNAP Supplemental Nutrition Assistance Program
TRF The Reinvestment Fund
USDA United States Department of Agriculture
WIC Special Supplemental Nutrition Program for Women, Infants, and Children

DEMOGRAPHICS	Jurisdiction	Statistic
Population⁴	City of Detroit	690,074
	Wayne County	1,778,969
	Michigan	9,900,571
Percentage White (Alone or in combination with one or more races)⁵	City of Detroit	14.8%
Percentage Black or African American (Alone or in combination with one or more races)⁶	City of Detroit	81.6%
Percentage Minority⁷ (Alone or in combination with one or more races)⁸	City of Detroit	90.6%
Percentage Hispanic or Latino⁹	City of Detroit	7.7%
Percentage Not Hispanic or Latino¹⁰	City of Detroit	92.3%

⁴ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

⁵ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

⁶ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

⁷ Includes: Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, Some other race

⁸ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

⁹ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

¹⁰ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table DP05: ACS Demographic and Housing Estimates

SOCIOECONOMICS	Jurisdiction	Statistic
Poverty rate¹¹	City of Detroit	40.3%
	Wayne County	25%
Child poverty rate¹²	City of Detroit	57.1%
	Wayne County	36.9%
Persistent-poverty county (poverty rate >20% in 1980, 1990, and 2000 censuses as well as 2007-2011 ACS 5-year estimates)¹³	Wayne County	No
Persistent-child-poverty county (child poverty rate >20% in 1970, 1980, 1990, and 2000 censuses)¹⁴	Wayne County	Yes
Median household income¹⁵	City of Detroit	\$25,764
	Wayne County	\$41,210
	Michigan	\$49,576
Local median household income as a share of area median income¹⁶	Detroit Area Block Groups	Partial. See Figure 1
Census Tracts are USDA-defined low-income¹⁷	Detroit Area Census Tracts	Partial. See Figure 2
Percentage students eligible for free lunch¹⁹	Wayne County	55.82%
Percentage students eligible for reduced-price lunch²⁰	Wayne County	4.06%

Figure 1: Local Median Household Income as a Share of Area Median Income



¹¹ US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table S1701: Poverty Status in the Past 12 Months

¹² US Census 2011 – 2015 American Community Survey 5-Year Estimates, Table S1701: Poverty Status in the Past 12 Months

¹³ USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

¹⁴ USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

¹⁵ US Census 2011 - 2015 American Community Survey 5-Year Estimates, Table S1901: Income in the Past 12 Months (In 2015 Inflation Adjusted Dollars)

¹⁶ Healthy Food Access Portal Mapping Tool

¹⁷ Tracts with a poverty rate of 20% or higher, or tracts with a median family income less than 80% of median family income for the state or metropolitan area.

¹⁸ USDA Food Access Research Atlas, <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

¹⁹ USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

²⁰ USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

Figure 2: Census Tracts are USDA-defined Low-income



HEALTH ²¹	Jurisdiction	Statistic
Adult obesity rate	City of Detroit	42.36%
	Michigan	31.35%
Adult diabetes rate	City of Detroit	17.42%
	Michigan	10.36%
Coronary heart disease death rate (per 100,000)	Way County	286.6
	Michigan	361.5
Percentage adults consuming less than 1 serving fruits and vegetables per day	City of Detroit	15.37%
	Michigan	8.43%
Percentage adults consuming less than 5 servings fruits and vegetables per day	City of Detroit	85.88%
	Michigan	84.36%

FOOD INSECURITY	Jurisdiction	Statistic
Food insecurity rate (percent)²²	Way County	21%
Food insecurity rate (number of people)²³	Way County	373,930
Childhood food insecurity rate²⁴	Way County	20.6%
Average meal cost²⁵	Way County	\$2.88
Additional money required to meet food needs²⁶	Way County	\$193,198,000
Estimated SNAP eligibility among food-insecure populations²⁷	Way County	83%

²¹ Healthy Food Access Portal Mapping Tool

²² Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

²³ Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

²⁴ Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

²⁵ Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

²⁶ Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

Percentage receiving SNAP²⁸	Wayne County	27.69%
	Michigan	16.12%
SNAP benefits per county in 2011²⁹	Wayne County	\$1,043,133,000

GROCERY STORE ACCESS	Jurisdiction	Statistic
Low grocery store access at 1 mile (urban) and 10 miles (rural)³⁰	Detroit Area Census Tracts	Partial – See Figure 3
Low grocery store access at ½ mile (urban) and 10 miles (rural)³¹	Detroit Area Census Tracts	Partial – See Figure 4
Low grocery store access at 1 mile (urban) and 20 miles (rural)³²	Detroit Area Census Tracts	NA
Low vehicle access (>100 households have no access to a vehicle and live >1/2 mile from supermarket)³³	Detroit Area Census Tracts	Partial – See Figure 5
Limited supermarket access status (areas where residents travel longer distances to reach supermarkets compared to the benchmark distance traveled by residents of non-low/moderate income areas)³⁴	Detroit Area Block Groups	Partial – See Figure 6
Limited supermarket access score (percent by which a block group's distance needs to be decreased in order to have a distance equal to its reference group)³⁵	Detroit Area Block Groups	N/A

²⁷ Feeding America Map the Meal Gap, <http://map.feedingamerica.org/county/2013/overall>

²⁸ Healthy Food Access Portal Mapping Tool

²⁹ Healthy Food Access Portal Mapping Tool

³⁰ USDA Food Access Research Atlas, <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

³¹ USDA Food Access Research Atlas, <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

³² USDA Food Access Research Atlas, <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

³³ USDA Food Access Research Atlas, <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

³⁴ Healthy Food Access Portal Mapping Tool

³⁵ Healthy Food Access Portal Mapping Tool

Figure 3: Low Supermarket Access at 1 and 10 Miles

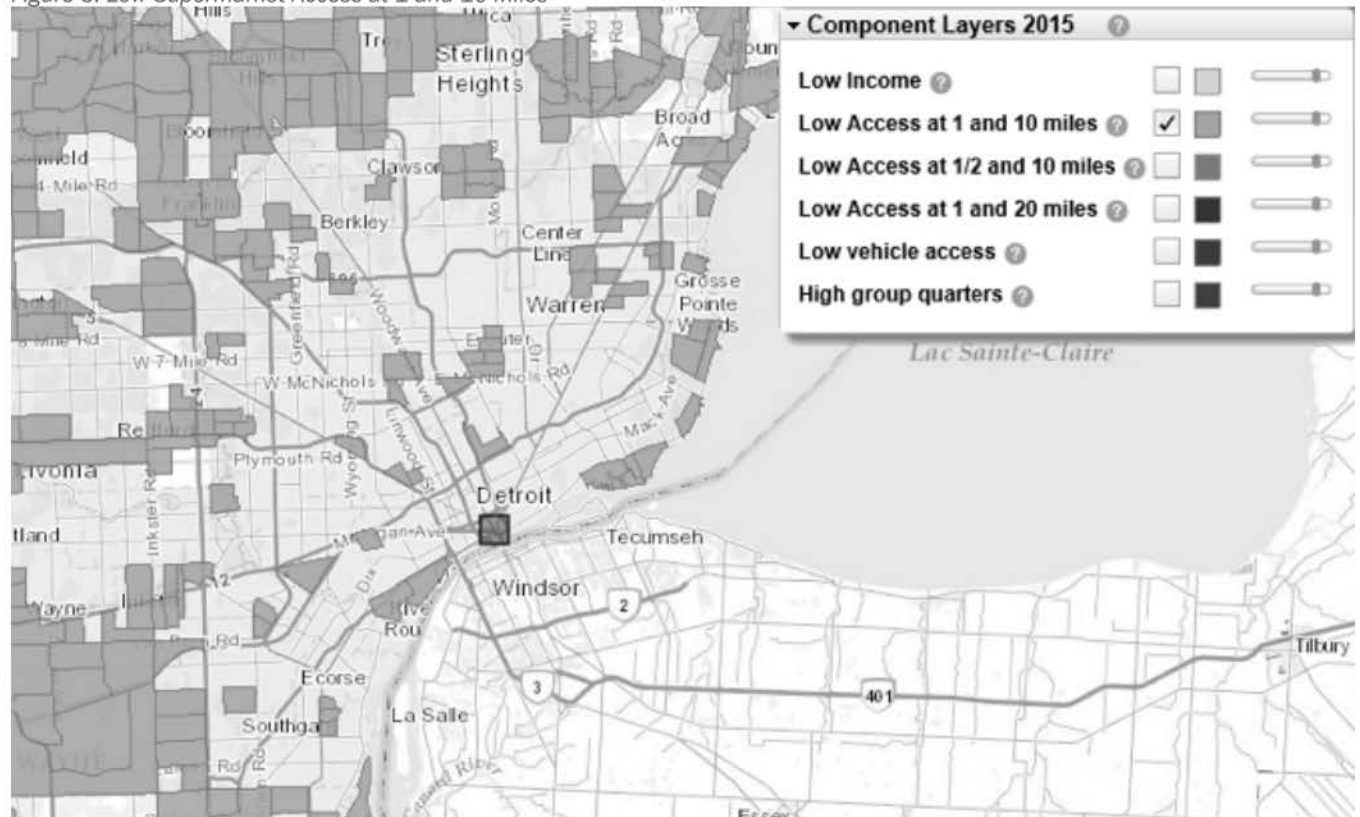


Figure 4: Low Grocery Store Access at Half Mile and 10 Miles

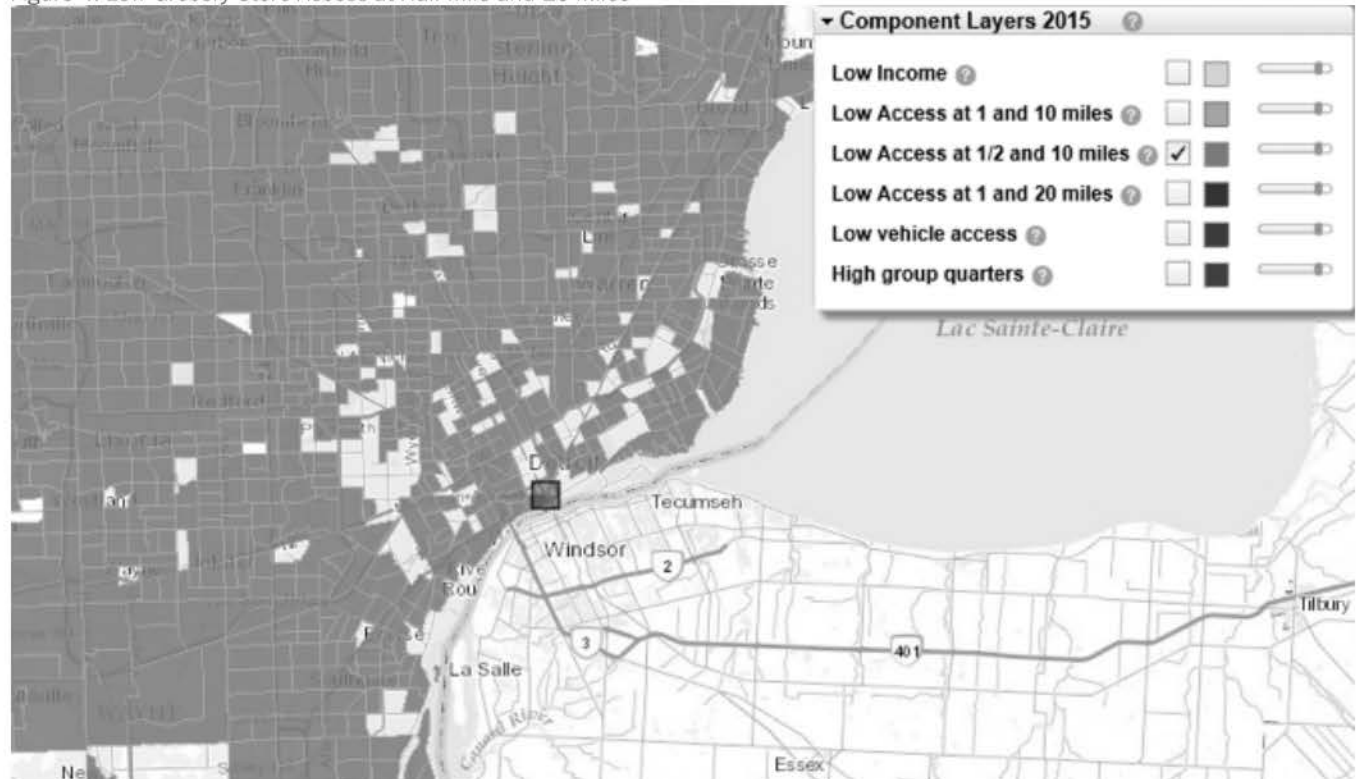


Figure 5: Low Vehicle Access

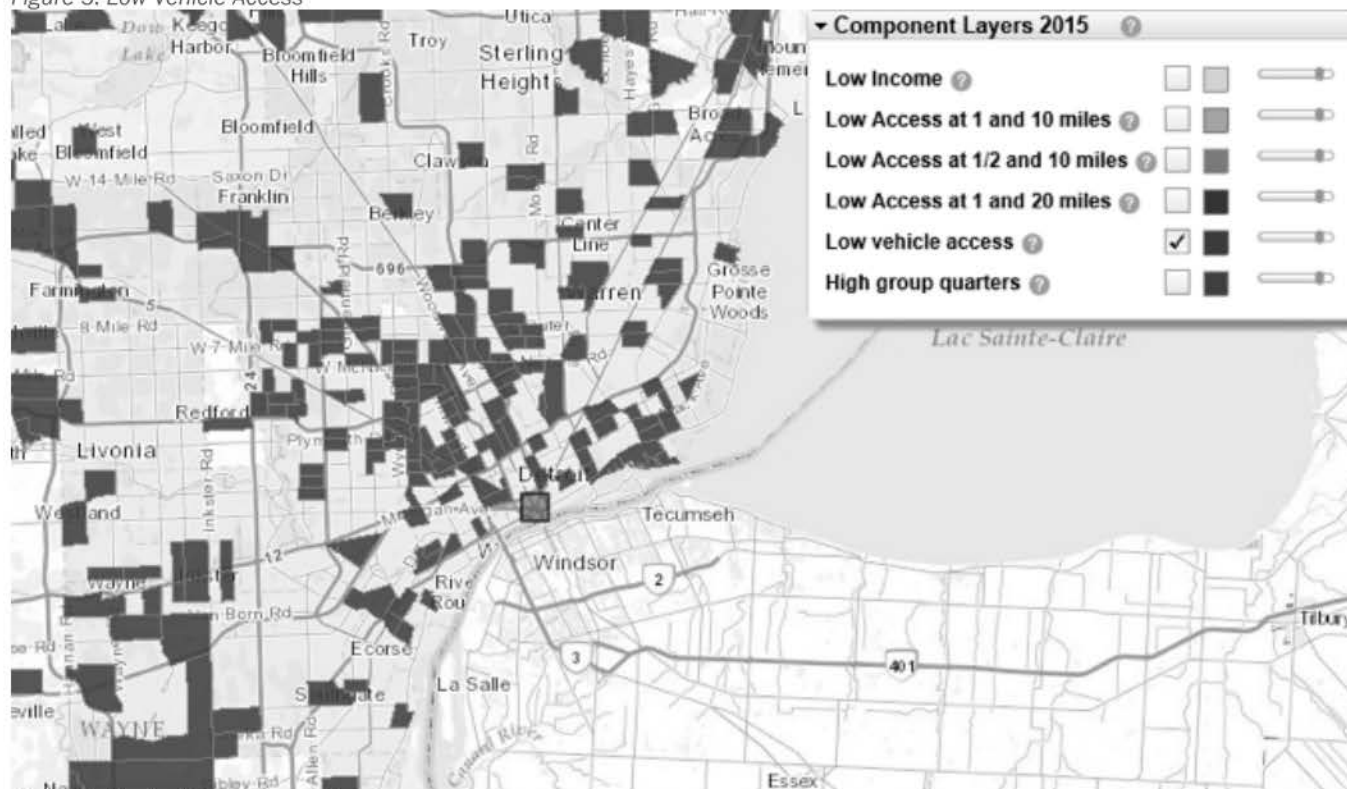


Figure 6: Limited Supermarket Access



BUSINESS: Spending potential	Jurisdiction	Statistic
Percentage adults consuming more than 5 servings fruits and vegetables per day ³⁶	City of Detroit	14.12%
Average amount spent on food and beverages per	City of Detroit	\$4,407.59

³⁶ Healthy Food Access Portal Mapping Tool

household per year³⁷		
Food at Home		\$2,770.67
Bakery and Cereal Products		\$378.28
Meats, Poultry, Fish, and Eggs		\$631.34
Dairy Products		\$286.92
Fruits and Vegetables		\$519.70
Snacks and Other Food at Home		\$954.42
Food Away From Home		\$1,636.92
Alcoholic Beverages		\$264.68
Total spending on food and beverages per household per year³⁸	City of Detroit	\$1,106,552,496
Food at Home		\$695,592,70
Bakery and Cereal Products		\$94,969,692
Meats, Poultry, Fish, and Eggs		\$158,501,479
Dairy Products		\$72,034,164
Fruits and Vegetables		\$130,475,026
Snacks and Other Food at Home		\$239,612,343
Food Away From Home		\$410,959,790
Alcoholic Beverages		\$66,449,233
Spending potential index for food and beverages³⁹	City of Detroit	55
Food at Home		56
Bakery and Cereel Products		56
Meats, Poultry, Fish, and Eggs		57
Dairy Products		54
Fruits and Vegetables		54
Snacks and Other Food at Home		56
Food Away From Home		53
Alcoholic Beverages		52

BUSINESS: Grocery	Jurisdiction	Statistic
Number of grocery stores and specialty food stores⁴⁰	City of Detroit	419
Grocery		307
Specialty		112
Demand (retail potential)⁴¹	City of Detroit	
Grocery Stores		\$839,422,972
Specialty Stores		\$54,132,048
Combined Grocery and Specialty		\$893,555,020
Supply (retail sales)⁴²	City of Detroit	
Grocery Stores		\$773,283,666
Specialty Stores		\$119,559,288
Combined Grocery and Specialty		\$892,842,954

³⁷ ESRI Business Analyst Retail Goods and Services Expenditures, <http://bao.arcgis.com>

³⁸ ESRI Business Analyst Retail Goods and Services Expenditures, <http://bao.arcgis.com>

³⁹ ESRI Business Analyst Retail Goods and Services Expenditures, <http://bao.arcgis.com>

⁴⁰ ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

⁴¹ ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

⁴² ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

Retail gap (potential minus sales)⁴³	City of Detroit	
Grocery stores		\$66,139,306
Specialty Stores		-\$55,427,240
Combined Grocery and Speciality		\$10,712,066
Leakage/surplus factor for grocery stores and specialty food stores⁴⁴	City of Detroit	
Grocery stores		4.1 (Leak)
Specialty Stores		-30.2 (Surplus)

BUSINESS: Non-grocery⁴⁵	Jurisdiction	Statistic
Number of full- and limited-service restaurants, special food services, and drinking places	City of Detroit	1,436
Demand (retail potential) for full- and limited-service restaurants, special food services, and drinking places	City of Detroit	\$505,734,705
Supply (retail sales) for full- and limited-service restaurants, special food services, and drinking places	City of Detroit	\$652,655,687
Retail gap (potential minus sales) for full- and limited-service restaurants, special food services, and drinking places	City of Detroit	-\$146,920,982
Leakage/surplus factor for full- and limited-service restaurants, special food services, and drinking places	City of Detroit	-12.7

AGRICULTURE	Jurisdiction	Statistic
Total Farms 2012⁴⁶	Wayne County	287
Farms by Type⁴⁷	Wayne County	
Vegetable Farms		49
Fruit, Tree Nut, and Berry Farms		4
Livestock, Poultry, and their Product Farms		95
Change Over Time		
Change in number of farms, 2007-2012⁴⁸	Wayne County	-2.12*
Change in number of farms, by size, 2007-2012⁴⁹	Wayne County	
<9 acres		-2.30*
10-49 acres		0.45*
50-179 acres		-1.02*
180 – 499 acres		-0.65*
500 – 999 acres		-6.18*
1000 -1999 acres		0*
>2000 acres		0*
Change in acreage of harvested cropland, 2007-2012⁵⁰	Wayne County	-0.95*
Sales		

⁴³ ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

⁴⁴ ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

⁴⁵ ESRI Business Analyst Retail MarketPlace Profile, <http://bao.arcgis.com>

⁴⁶ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁴⁷ Ag Census Full Report, https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1_Chapter_2_County_Level/Table_44

⁴⁸ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁴⁹ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁰ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

Total agricultural sales 2012⁵¹	Wayne County	\$26,535,000
Farms with direct sales⁵²	Wayne County	#
Total amount of direct farm sales⁵³	Wayne County	\$
Percentages of farms with sales <\$10k⁵⁴	Wayne County	%
Percentages of farms with sales \$10k-250k⁵⁵	Wayne County	%
Percentages of farms with sales >\$250k⁵⁶	Wayne County	%
Crops/Produce		
Vegetable acreage as percentage of harvested cropland⁵⁷	Wayne County	%
Value of vegetables sold as percentage of total agricultural products sold⁵⁸	Wayne County	%
Orchard acreage as percentage of cropland⁵⁹	(Name) County	%
Value of fruits and nuts sold as percentage of total agricultural products sold⁶⁰	(Name) County	%
Value of organics sold as percentage of total agricultural products sold⁶¹	(Name) County	\$

*Sparse Data Available

** Current Value Not Disclosed (D)

COMMUNITY FOOD ASSETS	Jurisdiction	Statistic
Farmers market locations⁶²	City of Detroit	9
Farmers market locations accepting SNAP, WIC, and SFMNP⁶³	City of Detroit	7
Community-supported fishery (CSF) locations⁶⁴		0
Community-supported agriculture (CSA)		
CSA Farms		
CSA Drop Sites		
Community/ School Gardens		
Food Cooperatives		

FEDERAL PROGRAMS AND INVESTMENTS	Jurisdiction	Eligibility/Qualification
New Markets Tax Credit for CY 2017⁶⁵	Census Tract in the Relevant	Eligible

⁵¹ Ag Census Full Report, https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/Michigan/st26_2_002_002.pdf[Table 2]

⁵² USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

⁵³ USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

⁵⁴ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁵ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁶ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁷ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁸ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁵⁹ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁶⁰ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁶¹ Ag Census Web Maps, http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/

⁶² Healthy Food Access Portal Mapping Tool

⁶³ Healthy Food Access Portal Mapping Tool

⁶⁴ Local Catch Seafood Locator, <http://www.localcatch.org/locator/>

	Neighborhood*	
Number of Community Development Financial Institution (CDFI) investments in 2012⁶⁶	Census Tract in the Relevant Neighborhood*	0
Small Business Administration (SBA) HUBZones⁶⁷	Census Tract in the Relevant Neighborhood	Qualified
Community Development Block Grant (CDBG) funding as of FY 2015⁶⁸	Block Groups in Relevant Neighborhood	Eligible
*Mackenzie Elementary-Middle School in Barton-McFarlane Neighborhood		

NEIGHBORHOOD DATA SOURCES	Barton-McFarlane
Next Door https://nextdoor.com/neighborhood/bartonmcfarlandmi--detroit--mi/	
Loveland https://makeloveland.com/us/neighborhoods/127#	
http://www.areavibes.com/detroit-mi/barton-mcfarland/livability/	

Key Definitions

Food Insecurity: Food insecurity is the limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.⁶⁹

Food Access: Food access is defined as the limited access to supermarkets, supercenters, grocery stores, or other sources of healthy and affordable food may make it harder for some Americans to eat a healthy diet.⁷⁰

Grocery Retail Demand: Estimated grocery retail demand is the dollar amount of grocery demand within a block group. Grocery retail demand is calculated using household income (2008-2012 Census ACS) and percent of income spent on food prepared at home (Bureau of Labor Statistics), weighted by number of households. This figure is expressed in both dollars and square feet. Areas designated as "Insufficient Data" were not included in the study. Please see the Data Directory for our methodology, family of LSA indicators, and exclusion criteria. Calculation is rounded to the nearest \$1,000.⁷¹

Grocery Retail Leakage/ Surplus: Retail leakage is the notion that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business. Retail surplus is just the opposite.⁷²

⁶⁵ [Healthy Food Access Portal Mapping Tool](#)

⁶⁶ [Healthy Food Access Portal Mapping Tool](#)

⁶⁷ [Healthy Food Access Portal Mapping Tool](#)

⁶⁸ [Healthy Food Access Portal Mapping Tool](#)

⁶⁹ USDA Food Security Measurements, <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/measurement/#insecurity>

⁷⁰ USDA Food Access Research Atlas, <https://www.ers.usda.gov/data-products/food-access-research-atlas/documentation>

⁷¹ Healthy Food Access Portal, <http://www.healthyfoodaccess.org/get-started/glossary#taxonomy-term-797>

⁷² Healthy Food Access Portal, <http://www.healthyfoodaccess.org/get-started/glossary#taxonomy-term-797>

Specialty Store: This industry group consists of establishments primarily engaged in retailing specialized lines of food; for example, fish and seafood markets and fruit and vegetable markets.⁷³

Community Supported Agriculture (CSA): CSA's are a way for consumers to buy local, seasonal food directly from a farmer and for the farmer to minimize risk by selling at the beginning of the season, which protects against crop failure and loss. The structure can vary, but in general a farmer offers a certain number of "shares" to the public. Typically the share consists of a box of vegetables, but other farm products may be included. Interested consumers purchase a share (membership/subscription) and in return receive a box of seasonal produce each week throughout the farming season.⁷⁴

Appendix B:

Workshop Participants

⁷³ USDA Food Expenditures, <https://www.ers.usda.gov/data-products/food-expenditures/documentation/>

⁷⁴ Healthy Food Access Portal, <http://www.healthyfoodaccess.org/get-started/glossary#taxonomy-term-824>

Workshop Attendance List

The contact list below includes all people that attended and signed in for either day of the Local Foods, Local Places workshop in Detroit, Michigan.

First	Last	Affiliation/Organization	Email
Jada		Mackenzie Alumni	(b)(6)
Zharia	Akeem	Student & Drew Farm	(b)(6)
Roxanne	Brown	Office of School Nutrition/Drew Transition Center	(b)(6)
Christine	Brownfield	Teacher at Mackenzie School	Christine.brownfield@detroitk12.org
Winona	Bynum	Detroit Food Policy Council	winona@detroitfoodpc.org
Michael	Craig	Drew Transition Center	Michael.craig@detroitk12.org
Anthony	Crummie II	Proud Area Community Council	(b)(6)
Gloria	Cunningham	Mackenzie Alumni	(b)(6)
Monica	DeGarmo	Office of School Nutrition – DPSCD	Monica.degarmo@detroitk12.org
Charlotte	Gale	Office of School Nutrition, FoodCorps Service Member	Charlotte.gale@foodcorps.org
John	Gibbs	U.S. Housing and Urban Development	John.gibbs@hud.gov
Savannah	Halleaux	USDA Farm Service Agency	Savannah.halleaux@mi.usda.gov
Matthew	Hargis	Office of School Nutrition/Drew Transition Center	Matthew.hargis@detroitk12.org
Desiree	Hatcher	Federal Reserve Bank of Chicago	Desiree.hatcher@chi.frb.org
Olivia	Henry	Detroit Food Policy Council	olivia@detroitfoodpc.org
Derek	Hightower	Student & Drew Farm	(b)(6)
Simmidar	Hunt	Resident	
Brenda	King	Communities In Schools	brendaking@cisdetroit.org
Kelly	Landin	Teacher at Mackenzie School	Kelly.landin@detroitk12.org
Brandy	Love	Pride Area Community	(b)(6)
Michelle	Madeley	U.S. EPA	Madeley.michelle@epa.gov
Lindsay	Pielack	Co-Director at Keep Growing Detroit	(b)(6)
Sarita	Steele	Office of School Nutrition – DPSCD	(b)(6)
Coach	Tezz	Sports at Mackenzie School	(b)(6)
Cassandra	Van Dam	Food Corps – DPSCD	Cassandra.vandam@foodcorps.org
Colleen	Walker	Office of School Nutrition – DPSCD	(b)(6)
Donna	Walker	Resident	

Appendix C:

Workshop Photo Album



Figure 7 – A field of butternut squash at the Drew Transition Center Farm, managed by the Office of School Nutrition



Figure 8 – The Drew Transition Center Farm is run by Detroit Public Schools and covers more than 2 acres in the city



Figure 9 – The workshop facilitation team and guests tour a high tunnel on the Drew Transition Farm property



Figure 10 – Detroit Public Schools students explain their work on the Drew Transition Center Farm



Figure 11 – Drew Transition Center is a vocational school that uses its farm and raised bed gardens in its curriculum



Figure 12 – The football fields at Mackenzie School, which serves elementary and middle school students, are important

to alumni



Figure 13 – Mackenzie School has about 7 acres of property; part is used for a large garden and a playground



Figure 14 – The tennis courts at Mackenzie School are not used and are in disrepair; new uses were considered during the workshop



Figure 15 – The edge of the Mackenzie School property has maintenance issues, including overgrown vegetation.



Figure 16 – A downed power pole and several obstacles to walkability on the school property



Figure 17 – Despite walkability obstacles on the edges of the school property, many streets have wide sidewalks and shade trees that encourage walking and biking



Figure 18 – Mackenzie School is surrounded by residential neighborhoods with a mix of housing types and walkable streets.



Figure 19 – Dumping of trash on the edge of the school property is another challenge to students walking to school



Figure 20 – There are several vacant commercial properties near the Mackenzie School, which are an obstacle to economic development and walkability



Figure 21 – A power line strangles over the street near a bus stop on Wyandale Street, on the edge of the Mackenzie School property

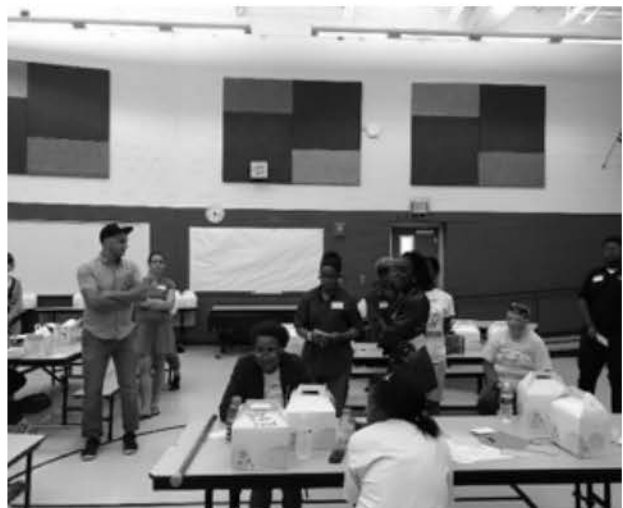


Figure 22 – Several residents and school employees attended a community meeting at the Mackenzie School



Figure 23 – Workshop attendees work to craft a vision for the future of the Mackenzie Property



Figure 24 – Workshop attendees share their ideas for creating a more walkable neighborhood, developing an

*outdoor recreation center at the Mackenzie School, and
offering more recreational opportunities on the property*

Appendix D:

Workshop Exercises

Workshop Mapping

Activities – Neighborhood

Connections & Vision for

Mackenzie Property

Exercise 1: This I Believe...

Attendees of the community meeting portion of the Local Foods, Local Places workshop shared what they value about their community, and how they would like to see the space around Mackenzie School used in the future. Workshop facilitators solicited their ideas through an activity called “This I Believe.” Their statements about what they believe about their community and the Mackenzie School property are listed below.

... ABOUT OUR COMMUNITY

- Our community is ready for and wants positive changes.
- Our community wants and deserves better. Our children want and deserve a safe healthy environment in which growing and learning are a priority.
- We can come together as a whole. It is a high poverty percentage rate at both schools where I was recently coordinator. Both schools were 100 percent free lunch. It's the gardening programs, healthy eating programs brought to the schools that feed the students and the community. This summer at work I helped pick vegetables out of Carver Garden to distribute and make available for students, parents, and community.
- We shared more conflict than love, a little love goes a long way. We need to know and care for our neighbors even in just small ways.
- Forgotten; left behind; under developed; people want more; there is a need for neighbors to come together.
- We are resilient, determined, and able to achieve any goal we set for ourselves.
- It's capable of being stronger, willing, love, with help.
- I believe that if Mackenzie Field is not brought back to where our children can come and enjoy the activities or games or have a place where they can practice, then our children turn to crime because they don't have an outlet.
- Put the “neighbor” back in the “hood.”
- Can be developed as a community project; the people in the community care; development of this community will help the development of the children.
- Once the community sees the attempted plan start to roll, they will join in accordingly and keep the area up like it always has been.
- It can become viable again with support from people like us.
- We are strong and can come together as one if we put our minds to it.
- Everyone wants what is best for the kids and their neighbors.
- Many people in the community probably share this vision for the space, and will be motivated to bring their skills, relationships, and other assets to the project.
- It's resilient and resourceful.
- It only exists when we work together.
- To feel love, teach the kids/community about healthy eating and growing food.
- Can be places of affordable, healthy food and create a vibrant food culture in their neighborhood including business incubation
- Present an opportunity for community building, business development, food/nutrition education and placemaking
- Provide community with food that is fresh, of value, and provided with a high level of hospitality

... ABOUT THE POTENTIAL FOR USING THE SPACE AROUND MACKENZIE

- There is an exciting and unique opportunity to strengthen and support the Mackenzie property as a space for outdoor, hands-on learning and community use, and reestablishing Mackenzie as an asset for school families and the neighborhood.
- Use the space for community and kids; welcome everyone.
- It can return to being a central element to the community by producing the tools for interaction to allow the community to come into being.
- We can create a community space and access to healthy foods that makes learning about fresh food fun.
- Building a hub of activity for multiple users can be a great asset not only for what directly happens on site, but also for what people are inspired to do around it.
- That it can bring all sorts of people together.
- It isn't completely gone, and we could save it with just a little TLC.
- There is more than enough space for it to be an example of how a community can work together to save itself, and an asset to all communities.
- If the space is kept up with the care of the community, the sky is the limit.
- Can be developed as a community project, people in the community care, and development of this community will help the development of their children.
- I believe that the gardening at both fields is a good resource for healthy eating and learning to make good or better choices; the community needs to get involved and be an active supporter.
- For the school and community to access during and after school.
- That we can create an inclusive space that serves many community interests from education, recreation, and food sovereignty.
- The space is large enough to do many, many things. A few businesses have been open for 50 plus years and should partner to assist.
- It couldn't have been a better choice. The need is high for safety for the children and having things to do other than parks and recreation recently in the schools during the summer. Mackenzie is beautiful; beautifying the space will help them learn how to appreciate and take care of it.
- This space has the ability to change lives and build community.
- Can be used as a catalyst for change in the neighborhood and empower our students and their families.
- That this space can serve as a key place to learn, grow, create community, and ultimately allow students and neighborhood to take pride in their home.

Exercise 2: Community Mapping Exercises

On Day 2 of the Local Foods, Local Places workshop, participants split into two groups for mapping exercises. One group captured neighborhood connectivity (Figure 25-26) while the other plotted priority areas to develop on the Mackenzie property (Figure 27).

What should go in the space to promote outdoor education and recreation?

Where should it go on the property?

Among the ideas shared so far, what seems most feasible?

Figure 25 - Neighborhood Connections Map (Mackenzie School Property)



Figure 26 - Neighborhood Connections Map (Neighborhood)



Table 1 – Detroit LFLP Neighborhood Connections Map Legend

Assets	Walk/Bike Obstacles
<ol style="list-style-type: none"> 1. Mackenzie School 2. Drew Transition Center 3. Elmers Burgers (Famous burger joint) 4. Country Markets Grocery Store 5. Dairy Queen 6. Biker Shop 7. Crown of Glory Church 8. Vacant Lot (developing into dog park) 9. 3 vacant lots with horseshoe pits 10. Breithaupt Culinary 11. Triangle Park w/ picnic tables 12. Sheffield Community Organization (Community organizing. Mary Sheffield on City Council) 13. Grocery Store 14. Flower Garden (maintained by community members) 15. Track 16. Bathrooms/connections; connections to power and water; locker rooms. 17. Football field 18. Garden (auxiliary farm space) 19. Tree/fence line 20. Barber shop 21. Front of school; open space 	<ol style="list-style-type: none"> 1. Bike lanes on Wyoming and Chicago do not feel safe 2. Dumping of trash 3. Brush that separates school from fields, both visually and physically (acts as a fence) 4. Privately-owned / possibly contaminated st 5. Potential lead contamination location 6. Abandoned homes 7. Lack of shade tress 8. Lots of grass to maintain; lack of shade
Key Walk/Bike Routes to Mackenzie	Gateways
<ol style="list-style-type: none"> 1. Oakman Blvd 2. Chicago bike lane 3. Livernois 4. Wyoming bike lane 5. Nature walk/fitness trail (future) 6. Future crosswalk enhancements 	<ol style="list-style-type: none"> 1. Primary gateway to schools 2. Drew entrance 3. Basketball court-side entrance 4. Stadium side entrance 5. Track-users enter 6. Potential entrance on Chicago Ave. 7. Back entrance to Mackenzie school 8. Access to nature trail and place where alumni association has picnics

Figure 27 - Design Activity – Vision for the Future of the Mackenzie School Property

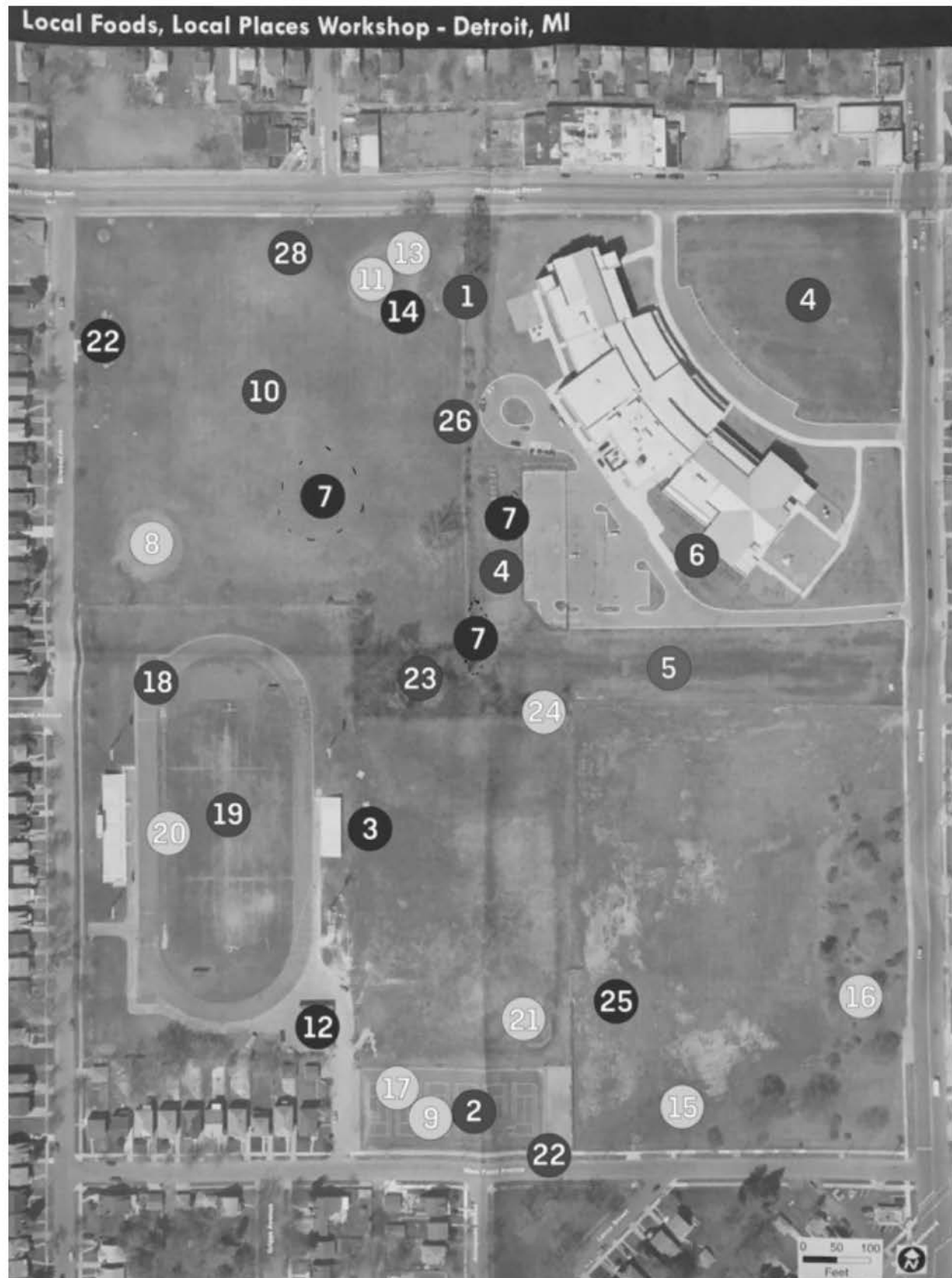


Table 2 – Vision for the Future of the Mackenzie School Property

Active Today	12-24 Months
5. Currently used for football practice	8. Welcome pavilion (e.g. modular shipping container); near gateway to grounds 9. Parking for visitors → solar + electric vehicle plugin 11. Cleaning station building (produce) 13. Water access for farm 15. Playscape 16. Picnic area / chess tables (covered) horseshoes; free library 17. Basketball courts 20. Long jump becomes ornamental tower garden; native flower bed (Nature Conservancy, Greening of Detroit) 21. Baseball field 24. Extend walking path circuits; shape of Michigan w/ markers for history along path; trails w/ water fountains
6-12 Months	24+ Months
1. Clean up fence line or take it down; keep good trees 2. Mow tennis courts 4. Fruit trees (attractive, functional, and low enough to not hide school), landscaping, picnic tables, or seating at entrance; pollinator habitat 6. Elementary outdoor education, close to school, build on butterfly garden, raised beds, shade, sensory garden 10. Expand current farm 18. Walking path/track TLC (paint, repair) 19. Repair field for football/soccer 23. Clean up existing walking paths 26. Beautify gate 27. Clean up existing sidewalks 28. Signage in general	3. Lead in ground “hot spot” (kids can still play on top); opportunity for solar panels and lighting 7. Could be higher priority if business case is made for green infrastructure to lower storm water bill; no fruit trees there until drainage issue is resolved (e.g. permeable surface for parking, shrubs/greenery) 12. Renovate field house for football; concessions. 14. Restrooms 22. Repurpose old playground as ADA 25. Spray scape or nature pad

Exercise 3: Offers and Asks

In this final exercise of the workshop, participants stood up on by one and provided an “offer” and an “ask.” Offers capture the one or two things that each person is committed to doing to help move the Local Foods, Local Places process forward and help the community achieve the goals outlined in the action plan. Community members offer whatever they have the time, capacity, and skills to provide. “Asks” capture what it is that participants need or want from the rest of the group to help move the process forward. This can include help on specific tasks, technical assistance, financial support, or simply continued communication and cooperation. The full list of offers and asks is listed below.

Name	Affiliation	Offer	Ask
Zharia Akeem	Student & Drew Farm	Recruit other high school students to help clean up and add board ups to two abandoned buildings in the upcoming weeks	Be included in group discussions event when at school or can't make it to meetings
Roxanne Brown	Office of School Nutrition/Drew Transition Center	Time to plan and execute the project; plantings and space as needed	Help with finding volunteers; keep at it until the project is finished
Charlotte Gale	Office of School Nutrition, FoodCorps Service Member	Garden education support at Mackenzie; communicate with teachers and find leaders within the school community; time to support creation of outdoor education space	Specified leadership on outdoor education initiatives
Savannah Halleaux	USDA Farm Service Agency	Research USDA programs and partners that may be applicable to the action plan.	Be kept up to date; communicate who the contact person(s) will be going forward
Matthew Hargis	Office of School Nutrition/Drew Transition Center	Lead office of School Nutrition efforts related to this project including any agricultural technical assistance	Patience as the process gets going
Desiree Hatcher	Federal Reserve Bank of Chicago	Assist in reviewing plan and activities developed; opportunities to access CRA dollars	Please make students and community first priority in planning
Olivia Henry	Detroit Food Policy Council	Coordination of meetings and facilitation; check policy/permits that required for development and use	Be kept informed
Derek Hightower	Student & Drew Farm	My time and ideas; help with anything needed	Be included in meetings and in the project in general. Can we make more meetings as soon as possible?

Name	Affiliation	Offer	Ask
Simmidar Hunt	Resident	Inform the community; media	To be kept informed on the progress; brainstorm to expand project
Monica DeGarmo	Office of School Nutrition – DPSCD	Help lead the implementation of artistic/colorful crosswalks at corner of Wyoming and Chicago. Help lead the efforts of the Slow Roll event including Mackenzie	Continued guidance on preparing/prepping for presentation to the school board; gathering data on how outdoor learning and art correlate to improved academic achievement, graduation rates, etc.
Sarita Steele	Office of School Nutrition – DPSCD	To see how the school and community can be best served through surveys	To be kept informed on the progress
Coach Tezz	Sports at Mackenzie School	I offer to keep the area safe and clean and provide park monitoring from the garden out to the play scape areas; can solicit more help from others	Be kept updated on progress; understand where there are gaps that need filling with manpower or other needs
Cassandra Van Dam	Food Corps – DPSCD	Help advise FoodCorps Service Member @ Mackenzie on donations/outdoor education support; volunteer for outdoor projects	To learn about volunteer opportunities
Colleen Walker	Office of School Nutrition – DPSCD	Help to continue to inform the community about the planned changes and progress to improve the garden	To be kept informed on the progress
Donna Walker	Resident	Pass out flyers	To be kept informed on the progress

Appendix E:

Funding Resources

Local Food Systems Funding Programs – Federal/State

Cities and towns can strengthen their local food systems through a variety of federal projects and programs. The USDA and other federal agencies are committed to supporting local food systems – whether it's by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below is a list of just some of the resources available. This information and more can be found on the **USDA's Know Your Farmer, Know Your Food** initiative website at: <https://www.cnpp.usda.gov/KnowYourFarmer>.

USDA Programs in the Local Food Supply Chain (overview)

USDA is committed to supporting robust regional food economies across the food chain through the programs noted below. This document provides an overview listing of the many USDA programs, across departments, that fund elements of the local food supply chain including: land conservation, production, processing, aggregation/distribution, and markets/consumers. This one pager has hyper-links to the many USDA programs along the supply chain:

http://www.usda.gov/documents/FoodSupplyChain_v8.pdf

USDA Agricultural Marketing Service

Farmers' Market and Local Food Promotion Program

This new program makes approximately \$30 million available annually to farmers markets, other direct producer-to-consumer venues, and other businesses in the local food supply chain. Funding is evenly split between two components: Farmers Market Promotion Program (FMPP) for direct consumer-to-producer marketing opportunities, and Local Food Promotion Program (LFPP) for local and regional food business enterprises. Both FMPP and LFPP have a maximum grant of \$500,000, and the LFPP applicants must have 25% matching funds or in-kind donations. By supporting development and marketing activities for farmers markets, food hubs, roadside stands, agri-tourism activities and other local and regional enterprises, the grants can help small and mid-sized farmers access new markets and meet growing consumer demand. Agricultural cooperatives, producer organizations, nonprofit corporations, farmers market organizations, Tribal and local governments, and other business entities are among those eligible to apply for the grants. For more information, visit

<https://www.ams.usda.gov/services/grants/fmpp> (FMPP) or

<https://www.ams.usda.gov/services/grants/lfpp> (LFPP).

Specialty Crop Block Grant Program

The purpose of USDA's Specialty Crop Block Grant Program (SCBGP) is to enhance the competitiveness of specialty crops, which include fruits, vegetables, tree nuts, dried fruits, horticulture and nursery crops, including floriculture. These investments strengthen rural American communities by supporting local and regional markets and improving access to fresh, high quality fruits and vegetables for millions of Americans. These grants also help growers

make food safety enhancements, solve research needs, and make better informed decisions to increase profitability and sustainability. USDA encourages states to submit projects related to the following priority areas: benefitting underserved communities and veterans, improving producer capacity to comply with the requirements of the Food Safety Modernization Act, developing adaptation and mitigation strategies for farmers in drought-stricken regions of the country, increasing opportunities for new and beginning farmers, developing strong local and regional food systems, protecting pollinator habitats and improving pollinator health, and supporting the growth of organic specialty crops. Organizations or individuals interested in the SCBGP should contact their state departments of agriculture – which administer the grant program – for more information. The 2014 Farm Bill significantly increased funding for the program. More information is available here:

<https://www.ams.usda.gov/services/grants/scbgp>.

Specialty Crop Multi-State Program

Created by the 2014 Farm Bill, the SCMP funds projects to develop solutions to problems affecting the specialty crop industry across state boundaries. It is designed to support food safety and research; address plant pests, disease, and crop-specific issues; and increase marketing opportunities for specialty crops which include fruits, vegetables, tree nuts, dried fruits, horticulture and nursery crops, including floriculture. USDA encourages partners to submit projects related to the following priority areas: benefitting underserved communities and veterans, improving producer capacity to comply with the requirements of the Food Safety Modernization Act, developing adaptation and mitigation strategies for farmers in drought-stricken regions of the country, increasing opportunities for new and beginning farmers, developing strong local and regional food systems, protecting pollinator habitats and improving pollinator health, and supporting the growth of organic specialty crops. Specialty crop producer associations and groups, other state agencies, Tribal governments, universities, non-profits, and other stakeholder groups and organizations can submit proposals to one of the participating state departments of agriculture. Proposals must include partners located in at least two different states to qualify. More information is available at:

<https://www.ams.usda.gov/services/grants/scmp>.

Organic Certification Cost Share Programs

The 2014 Farm Bill also gave USDA new tools and resources to support the growing \$35 billion organic industry by more than doubling previous support through the organic cost-share programs, making certification more accessible than ever for even the smallest certified producers and handlers. Organic producers and handlers can now apply directly through their State contacts to get reimbursed for up to 75 percent of the costs of organic certification, up to an annual maximum of \$750 per certificate. More information is available at:

<https://www.ams.usda.gov/services/grants/occsp>.

Federal State Marketing Improvement Program (FSMIP)

This grant program provides matching funds to state departments of agriculture, state agricultural experiment stations, and other appropriate state agencies to assist in exploring new market opportunities for U.S. food and agricultural products, and to encourage research and innovation aimed at improving the efficiency and performance of the marketing system. FSMIP is designed to support research projects that improve the marketing, transportation, and distribution of U.S. agricultural products. FSMIP is a collaborative effort between Federal and State governments – matching funds go toward projects that bring new opportunities to farmers and ranchers. More information is available at

<https://www.ams.usda.gov/services/grants/fsmip>.

USDA Rural Development**Business and Industry Guaranteed Loan Program**

The purpose of USDA's Business and Industry (B&I) Guaranteed Loan Program is to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. Through this program, USDA provides guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender's risk and allowing for more favorable interest rates and terms. Projects that are eligible under the locally or regionally produced agricultural food products initiative may be located in urban areas as well as rural areas. Locally or regionally produced agricultural food products are loan guarantees made to establish and facilitate entities that process, distribute, aggregate, store, and/or market locally or regionally produced agricultural food products to support community development and farm and ranch income. The term "locally or regionally produced agricultural food product" means any agricultural food product that is raised, produced, and distributed in the locality or region in which the final product is marketed, so that the total distance that the product is transported is less than 400 miles from the origin of the product, or in the State in which the product is produced. The Business and Industry Loan Guarantee program is available on a rolling basis throughout the year. More information is available here: <http://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

Socially-Disadvantaged Groups Grant (SDGG)

The primary objective of the SDGG program is to provide technical assistance to socially-disadvantaged groups through cooperatives and Cooperative Development Centers. Each fiscal year, applications are requested through a Notice published in the Federal Register and an announcement posted on Grants.gov. Examples of technical assistance are feasibility studies, business plans, strategic planning and leadership training. More information is available here: <http://www.rd.usda.gov/programs-services/socially-disadvantaged-groups-grant>

Value-Added Producer Grants (VAPG)

The primary objective of USDA's Value-Added Producer Grant Program (VAPG) is to help agricultural producers enter into value-added activities related to the processing and/or marketing of bio-based value-added products. VAPG grants are available to producers or

producer groups in urban and rural areas. Eligible projects include business plans to market value-added products, evaluating the feasibility of new marketing opportunities, expanding capacity for locally and regionally-grown products, or expanding processing capacity. More information is available here: <http://www.rd.usda.gov/programs-services/value-added-producer-grants>.

USDA Natural Resource Conservation Service

Environmental Quality Incentives Program (EQIP)

EQIP provides cost-share and technical assistance to farmers and ranchers in planning and implementing conservation practices that improve the natural resources (e.g. soil, water, wildlife) on their agricultural land and forestland. A practice supported through EQIP is the installation of seasonal high tunnels (also known as hoop houses), which are unheated greenhouses that can extend a producer's growing season while conserving resources. In addition, EQIP can help producers transition to organic production or help those growers already certified maintain their certification. More information is available here: <http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/>.

Farm Bill Initiatives for Conservation Practices

The Farm Bill authorizes several new initiatives geared at land conservation and water quality protection. For a complete listing of Farm Bill programs visit:

<https://www.nrcs.usda.gov/wps/portal/nrcs/main/ny/programs/farmbill/>.

USDA National Institute of Food and Agriculture

Community Food Projects Competitive Grant Program

Community Food Projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Grants are intended to help eligible private nonprofit entities in need of a one-time infusion of federal assistance to establish and carryout multipurpose community food projects. More information is available here:

http://www.nifa.usda.gov/funding/cfp/cfp_synopsis.html.

Food Insecurity Nutrition Incentive (FINI) Grant Program

The 2014 Farm Bill created this program, which supports projects to increase the purchase of fruits and vegetables among people participating in the Supplemental Nutrition Assistance Program. Applicants may propose small pilot projects (up to \$100,000 for 1 year), multi-year community-based projects (up to \$500,000 for up to 4 years), or larger-scale multi-year projects (more than \$500,000 for up to 4 years). USDA is looking to fund innovative projects that will test community based strategies for how to increase the purchase of fruits and vegetables by SNAP participants through incentives at the point of purchase. USDA will give priority to

projects in underserved communities and to projects that provide locally- or regionally-produced fruits and vegetables. More information is available here:

<http://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program>

Beginning Farmer and Rancher Development Program

This program provides grants to organizations that train, educate, and provide outreach and technical assistance to new and beginning farmers on production, marketing, business management, legal strategies and other topics critical to running a successful operation. The Agriculture Act of 2014 provided an additional \$20 million per year for 2014 through 2018. The reasons for the renewed interest in beginning farmer and rancher programs are: the rising average age of U.S. farmers, the 8% projected decrease in the number of farmers and ranchers between 2008 and 2018, and the growing recognition that new programs are needed to address the needs of the next generation of beginning farmers and ranchers. More information is available here:

<https://nifa.usda.gov/program/beginning-farmer-and-rancher-development-program-bfrdp>.

Small Business Innovation Research (SBIR) program

SBIR grants help small businesses conduct high quality research related to important scientific problems and opportunities in agriculture. Research is intended to increase the commercialization of innovations and foster participation by women-owned and socially and economically disadvantaged small businesses in technological innovation. Grants can be applied towards many areas of research, including projects that manage the movement of products throughout a supply chain, develop processes that save energy, and capture and relay real-time market data. More information is available here:

<http://nifa.usda.gov/program/small-business-innovation-research-program>.

Sustainable Agriculture Research and Education (SARE)

The mission of the SARE program is to advance sustainable innovations in American agriculture. SARE is uniquely grassroots, administered by four regional offices guided by administrative councils of local experts. Non-profit organizations, researchers, and individuals producers are eligible to apply. More information is available here: <http://www.sare.org/>.

Agriculture and Food Research Initiative (AFRI)

AFRI is charged with funding research, education, and extension grants and integrated research, extension, and education grants that address key problems of national, regional, and multi-state importance in sustaining all components of agriculture, including farm efficiency and profitability, ranching, renewable energy, forestry (both urban and agroforestry), aquaculture, rural communities and entrepreneurship, human nutrition, food safety, biotechnology, and conventional breeding. Providing this support requires that AFRI advances fundamental sciences in support of agriculture and coordinates opportunities to build on these discoveries. This will necessitate efforts in education and extension that deliver science-based knowledge to people, allowing them to make informed practical decisions. For more information:

<http://www.nifa.usda.gov/funding/afri/afri.html>.

USDA Farm Service Agency

Microloan Programs

The Farm Service Agency's (FSA) Microloan Programs are available to agricultural producers in rural and urban areas and provides loans of up to \$50,000 for Farm Operating and Farm Ownership. Microloan Programs may be used for essential operating expenses - equipment, feed, livestock, fertilizer, and irrigation expenses - or funds may be used to purchase a farm or ranch. Streamlined paperwork and flexible eligibility requirements accommodate new farmers and small farm operations. Larger loans are also available through FSA. Contact your local FSA office. For more information:

<https://www.fsa.usda.gov/programs-and-services/farm-loan-programs/microloans/index>.

A Microloan Program Fact Sheet can be found here:

[http://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2016/FACT%20SHEET%20-%20Microloans%20\(Revised%2002-29-16\).pdf](http://www.fsa.usda.gov/Assets/USDA-FSA-Public/usdafiles/FactSheets/2016/FACT%20SHEET%20-%20Microloans%20(Revised%2002-29-16).pdf)

Farm Storage Facility Loans

These loans finance new construction or refurbishment of farm storage facilities. This includes cold storage and cooling, circulating, monitoring equipment, and pack lines which can be particularly important to those growing for local fresh markets. Interested producers should contact their local FSA office and visit <https://www.fsa.usda.gov/programs-and-services/price-support/facility-loans/farm-storage/index>.

Noninsured Crop Disaster Assistance Program (NAP)

NAP provides financial assistance to producers of non-insurable crops when low yields, loss of inventory, or prevented planting occur due to natural disasters. NAP fees are waived for new, limited resource, and traditionally underserved farmers. For more information visit <http://www.fsa.usda.gov/programs-and-services/disaster-assistance-program/noninsured-crop-disaster-assistance/index>

Rural Youth Loan

FSA makes loans available to individual youths to establish and operate income-producing projects in participation in 4-H clubs, Future Farmers of America (FFA), and similar organizations. Each project must be part of an organized and supervised program of work designed to provide practical business and educational experience. The project must be planned and operated with the help of the organization adviser and produce sufficient income to repay the loan. A youth loan is available to young persons between the ages 10 and 20 years. The maximum loan amount is \$5,000. Loan funds may be used to buy livestock, seed, equipment and supplies; buy, rent or repair tools and equipment, or pay operating expenses. More information is provided at: <https://www.fsa.usda.gov/programs-and-services/farm-loan-programs/youth-loans/index>.

USDA Food and Nutrition Service

Farm to School Grants

Farm to School Grants are available to help schools source more food locally, and to provide complementary educational activities to students that emphasize food, farming, and nutrition. Schools, state and local agencies, tribal organizations, producers and producer groups, and non-profits are eligible to apply. Planning, implementation, and support service grants are available from \$20,000 to \$100,000. More information and resources are available at www.fns.usda.gov/farmtoschool/farm-school.

Supplemental Nutrition Assistance Program (SNAP)

As of 2014, more than 2,500 farmers' markets nationwide are set up to accept SNAP's electric benefit transfer (EBT) cards. Benefits can be used to purchase many of the foods sold at farmers' markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. They can also purchase seeds and plants which produce food for the household to eat. More information about SNAP benefits at farmers' markets is available from USDA here:

<http://www.fns.usda.gov/ebt/snap-and-farmers-markets>.

WIC Farmers' Market Nutrition Program (FMNP)

This program provides coupons for local food purchases to women, infants, and children that are eligible for WIC benefits. The coupons can be used to purchase eligible foods from farmers, farmers' markets, and roadside stands. Only farmers, farmers' markets, and roadside stands authorized by the State agency may accept and redeem FMNP coupons. Individuals who exclusively sell produce grown by someone else such as wholesale distributors, cannot be authorized to participate in the FMNP. For more information, visit:

<http://www.fns.usda.gov/fmnp/overview>.

Senior Farmers' Market Nutrition Program

This program, similar to FMNP, awards grants to States, United States Territories, and federally-recognized Indian tribal governments to provide low-income seniors with coupons that can be exchanged for eligible foods (fruits, vegetables, honey, and fresh-cut herbs) at farmers' markets, roadside stands, and community supported agriculture programs. For more information, visit: <http://www.fns.usda.gov/sfmnp/overview>.

Funding Programs in Support of Other Livable Community Projects

The programs listed below are popular resources that support a variety of livability projects. The publication "Federal Resources for Sustainable Rural Communities" is a useful guide from the HUD-DOT-EPA Partnerships for Sustainable Communities that describes several additional resources:

https://www.sustainablecommunities.gov/sites/sustainablecommunities.gov/files/docs/federal_resources_rural.pdf

National Endowment for the Arts Our Town Grants

The National Endowment for the Arts' Our Town grant program is the agency's primary creative placemaking grants program. Projects may include arts engagement, cultural planning, and design activities. The grants range from \$25,000 to \$200,000. Our Town invests in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to:

- Improve their quality of life;
- Encourage greater creative activity;
- Foster stronger community identity and a sense of place; and
- Revitalize economic development.

More information: <http://arts.gov/grants/apply-grant/grants-organizations>

EPA Brownfields Programs

- **Area-Wide Planning Pilot Program:** Brownfields Area-Wide Planning is an EPA grant program which provides funding to recipients to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites. More information: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-5>.
- **Assessment Grants:** Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Eligible entities may apply for \$200,000 and up to \$350,000 with a waiver. More information: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-1>.
- **Revolving Loan Fund Grants:** Revolving Loan Fund (RLF) grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. More information is available here: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-2>.
- **Cleanup Grants:** Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. More information is available here: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-2>.

Transportation Alternatives (TA) Set-Aside Block Grant

The Fixing America's Surface Transportation (FAST) Act replaced the Transportation Alternatives Program (TAP) with a set-aside of Surface Transportation Block Grant. These set-aside funds include all projects and activities that were previously eligible under TAP, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater

and habitat connectivity. For more information, visit:

https://www.fhwa.dot.gov/environment/transportation_alternatives/guidance/guidance_2016.cfm

For more information on Safe Routes to School projects and programs (which are eligible for funding under TA Set-Aside), visit:

http://www.fhwa.dot.gov/environment/safe_routes_to_school/.

Private Support and Other Programs*

*The availability of these opportunities changes frequently, please visit the program link for more information.

Aetna Foundation Cultivating Healthy Communities Grant Program

The Cultivating Healthy Communities (CHC) grant program is geared specifically to local nonprofit organizations that work with underserved, low-income, and minority populations in the continental United States. The program seeks grantees committed to improving the health of their participants by focusing on activities that align to one or two of five domains including built environment, community safety, environmental exposures, healthy behaviors, and social/economic factors. The program awards grants from \$50,000 to \$100,000 for projects lasting between 18 and 24 months. For more information visit: <https://www.aetna-foundation.org/grants-partnerships/grants/cultivating-healthy-communities-rfp.html>

Conservation Fund and CSX Grant Program for Transportation Healthy Food

The program, co-sponsored by the Conservation Fund and CSX Transportation, is designed to support and strengthen local transportation and distribution of healthy food to communities in need. The grant enables producers and retailers to acquire equipment and resources needed to sustain food quality and safety as they sell, store, package, and distribute fresh produce and other foods. In 2016, grants ranged from \$2,500 to \$10,000. The grants can be used for a wide range of activities including but not limited to: refrigerated vehicles for direct delivery to markets, mobile market trucks and food stands, improving on-site and mobile processing and storage, and purchasing produce boxes and cold storage bins to keep food fresh. To qualify for these grants, applicants must be located in one of the states served by CSX rail. For more information visit: <http://www.conservationfund.org/projects/transporting-healthy-food-grant-program>

CDC Division of Community Health Programs

- **Partnerships to Improve Community Health (PICH):** The program focuses on addressing specific activities to address leading risk factors for major causes of death and disability in the United States including tobacco use, poor nutrition, and physical inactivity. For more information visit:

<https://www.cdc.gov/nccdphp/dch/programs/partnershipstoimprovecommunityhealth/index.html>.

- **National Implementation and Dissemination for Chronic Disease Prevention:** The program focuses on building and strengthening community infrastructure to implement population based strategies to improve community health. For more information visit: <https://www.cdc.gov/nccdphp/dch/programs/nationalimplementationanddissemination/index.html>.
- **Racial and Ethnic Approaches to Community Health (REACH):** The program focuses addressing health disparities in racial and ethnic communities with a focus on proper nutrition, physical activity, chronic disease prevention, and risk reduction and management. For more information visit: <https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/>.

POWER Initiative

The Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) program is a multi-agency, congressionally funded initiative that targets federal resources to help communities and regions that have been affected by job losses in coal-related industries due to the changing economics of America's energy production. Appalachian Regional Commission is participating in POWER along with the U.S. Economic Development Administration and several other agencies. The POWER initiative supports efforts to create more vibrant communities by creating economic diversity and attracting new sources of investment through implementation grants and technical assistance grants. For more information visit: <https://www.arc.gov/funding/POWER.asp>.

Fund a Farmer (a project of Food Animal Concerns Trust)

The Fund a Farmer grant program is intended to help family farmers transition to pasture-based systems, improve the marketing of their humane products, or more generally to enrich the conditions in which the farm animals are raised. Funding up to \$2,500 is available. Additional program details are available at: <http://www.fundafarmer.org/grant-guidelines/>.

Health Related Opportunities

Grantspace

GrantSpace provides easy-to-use, self-service tools and resources to help nonprofits become more competitive grant applicants and build strong, sustainable organizations. Grantspace additional lists Requests for Proposals for a variety of grant opportunities, including those related to health.
<http://grantspace.org/>

Partners in Information Access for the Public Health Workforce: Grants and Funding

This webpage provides an exhaustive listing of fellowships, grants, and other funding opportunities relating to health. There are also resources on how to prepare a competitive grant application.

<https://phpartners.org/grants.html>

Plan4Health: Funding Opportunities

Aggregates health related funding and other opportunities from a variety of sources, including federal, state, and private.

<http://plan4health.us/funding-opportunities/>

Playground Related Opportunities

Playworld aggregates funding and other opportunities for planning and construction of playgrounds and play spaces for children, to address healthy concerns such as obesity and diabetes, and promote active living among youth.

<https://playworld.com/grant-guide>

Non-Profit / Foundation Opportunities**The Kresge Foundation**

The Kresge Foundation offers a variety of grant and social investment opportunities in a variety of “focus areas” including: place-based initiatives, local systems, accelerating community-centered approaches, and developing healthy places. Grant opportunities are available on a rolling basis, a time-limited basis, and by invitation.

<http://kresge.org/opportunities>

The Awesome Foundation

The Awesome Foundation awards monthly \$1000 micro-grants to small scale, innovative projects. Anyone can apply – individuals, groups, or organizations. Projects are more likely to be funded if they have a community impact and if they will see significant incremental benefit from a small grant. There are about 50 chapters throughout the United States – mainly in larger cities. See the website for chapter locations and eligibility.

<http://www.awesomefoundation.org/en>

The John Merck Fund

Programs areas and grants of the John Merck Fund include Regional Food Systems and Health and Environment. A history of grants is available here:

<https://www.jmfund.org/program-grants/>.

Robert Wood Johnson Foundation Culture of Health Prize

The Robert Wood Johnson Foundation (RWJF) Culture of Health Prize (the Prize) is currently open and accepting applications until November 3, 2017. The Prize recognizes communities that have placed a priority on health and are creating powerful partnerships and deep commitments that will enable everyone, especially those facing the greatest barriers to good

health, the opportunity to live well. A Culture of Health recognizes that health and well-being are greatly influenced by where we live, learn, work, and play; the safety of our surroundings; and the relationships we have in our families and communities. The Prize elevates the compelling stories of local leaders and community members who together are transforming neighborhoods, schools, businesses, and more. Up to ten \$25,000 awards will be provided. Collaboration within communities is strongly encouraged, and judges will look favorably on applicants that have done the legwork to bring diverse organizations and partnerships together for a single Phase I submission. Former recipients include Chelsea, Massachusetts and Somerville, Massachusetts. For applications details:
<http://www.rwjf.org/en/library/features/culture-of-health-prize.html>

Michigan Specific Funding

Michigan Good Food Fund

Michigan Good Food Fund is a \$30 million public-private partnership loan fund that provides financing to good food enterprises who are working to increase access to affordable, healthy food in low-income and underserved communities in Michigan. This includes the range of businesses that grow, process, distribute, and sell healthy food that reaches those who need it most. <http://migoodfoodfund.org/about/>

State of Michigan Department of Environmental Quality

The State maintains a fairly comprehensive list of grants specifically for public K-12 school initiatives that integrate physical and life sciences or focus on environmental education.
http://www.michigan.gov/deq/0,4561,7-135-3307_3580-100834--,00.html

The Lake Superior Stewardship Initiative (LSSI)

The Lake Superior Stewardship Initiative (LSSI) brings together schools and community partners to prepare K-12 students to become knowledgeable citizens concerned about the Lake Superior watershed and actively engaged in stewardship projects in their community. The organization's website provides links to list serves to monitor grant opportunities among other resources for educators. Included are funding programs for school gardens and hands-on learning curriculum.
<http://lakesuperiorstewardship.org/docs/grants.pdf>

Appendix F: References

USDA Economics of Local Food Systems Toolkit

The **Local Food System Toolkit** was developed by the Agricultural Marketing Service (AMS) to help communities reliably evaluate the economic impact of investing in local and regional food systems. The Local Food System Toolkit's provides detailed guidance in seven modules to measure and assess the expected economic impacts of local food investments.

- <https://www.ams.usda.gov/sites/default/files/media/Toolkit%20Designed%20FINAL%2003-22-16.pdf>

USDA Know Your Farmer Know Your Food

The **Know Your Farmer, Know Your Food** initiative is a USDA-wide effort to carry out the Department's commitment to strengthening local and regional food systems. The Know Your Farmer Know Your Food website provides a "one stop shop" for resources, from grants and loans to toolkits and guidebooks, from agencies and offices across the Department. The website also contains the Know Your Farmer Know Your Food Compass Map, which shows efforts supported by USDA and other federal partners as well as related information on local and regional food systems.

- <https://www.cnpp.usda.gov/KnowYourFarmer>

Farmers' Markets General

USDA National Farmers Market Directory

Provides members of the public with convenient access to information about U.S. farmers' market locations, directions, operating times, product offerings, and accepted forms of payment.

- <http://search.ams.usda.gov/farmersmarkets/>

USDA's "National Farmers Market Manager Survey"

Nearly 1,400 farmers' market managers responded to this national survey conducted in 2013.

- <https://www.ams.usda.gov/sites/default/files/media/2014%20Farmers%20Market%20Managers%20Survey%20Summary%20Report%20final%20July%2024%202015.pdf>

USDA's "Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook"

This 2010 report from USDA describes how farmers' markets can accept SNAP benefits. SNAP is the federal government's nutritional assistance program. It was formerly known as food stamps.

- <https://www.ams.usda.gov/sites/default/files/media/SNAPat%20Farmers%20Markets%20Handbook.pdf>

Appalachian Sustainable Agriculture Project's "Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers"

This 2012 report from ASAP describes strategies for bridging the divide between farmers' markets and low-income shoppers.

- <http://asapconnections.org/downloads/asap-farmers-market-access-guide.pdf>

USDA's "Connecting Local Farmers with USDA Farmers Market Nutrition Program Participants"

This 2010 report from USDA describes how providing transportation can help low-income individuals overcome barriers to accessing farmers markets.

- <https://www.ams.usda.gov/sites/default/files/media/Connecting%20Local%20Farmers%20with%20USDA%20Farmers%20Market%20Nutrition%20Program%20Participants.pdf>

Farmers' Markets Management

Oregon State University's "Understanding the Link Between Farmers' Market Size and Management Organization"

This report, supported by the USDA, explored internal management issues of farmers' markets and describes tools that can help make farmers' markets sustainable.

- http://smallfarms.oregonstate.edu/sites/default/files/small-farms-tech-report/eesc_1082-e.pdf

Appalachian Sustainable Agriculture Project's "25 Best Practices for Farmers' Markets"

This report describes 25 best practices in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing/outreach/promotion/social media.

- <http://asapconnections.org/downloads/market-makeover-25-best-practices-for-farmers-markets.pdf>

Food Hubs

USDA's "Moving Food Along the Value Chain: Innovations in Regional Food Distribution"

This 2012 report from USDA examined eight case studies of food value chains and provides some practical lessons about the challenges they face and lessons learned.

- <http://www.redtomato.org/wp-content/uploads/2014/07/USDA.pdf>

USDA's "Regional Food Hub Resource Guide"

USDA released this primer on food hubs and the resources available to support them in 2012.

- <https://www.ams.usda.gov/sites/default/files/media/Regional%20Food%20Hub%20Resource%20Guide.pdf>

Michigan State University's and Wallace Center's "State of the Food Hub – 2013 National Survey Results"

This survey of more than 100 food hubs across the United States quantifies the scope, scale, and impacts of local food hubs.

- <http://www.wallacecenter.org/resourcelibrary/state-of-the-food-hub-2013-national-survey-results>

Wholesome Wave's "Food Hub Business Assessment Toolkit"

The toolkit provides tools to assess a food hub businesses' readiness for investment.

- <http://www.wholesomewave.org/>

Community Kitchens**Culinary Incubator's Community Kitchen Database**

This site provides a description and interactive map of community kitchens across the United States.

- <http://www.culinaryincubator.com/maps.php>

The Network for Incubator & Commissary Kitchens (NICK)

The Network for Incubator & Commissary Kitchens (NICK) supports the food industry through sharing data, best practices, and technical assistance to build and grow successful shared-use kitchen businesses. This group is moderated by The Food Corridor, LLC.

- <http://www.thefoodcorridor.com/the-nick/>

Community Gardens**Centers for Disease Control and Prevention's Community Gardens Website**

- <http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/community.htm>

Vermont Community Garden Network's Garden Organizer Toolkit

- <http://vcgn.org/garden-organizer-toolkit/>

American Community Gardening Association

- <https://communitygarden.org/>

Farm to School**USDA's Farm to School Website**

USDA provides information on its website about Farm to School programs and how to get one started in your community.

- <http://www.fns.usda.gov/farmentoschool/implementing-farm-school-activities>
- <http://www.fns.usda.gov/farmentoschool/farm-school>

Land Use

American Planning Association's (APA's) "Zoning for Urban Agriculture"

The APA in 2010 prepared an article on urban agriculture zoning in its March 2010 *Zoning Practice*.

- <https://www-static.bouldercolorado.gov/docs/mar-1-201304100938.pdf>

American Planning Association's (APA's) "Zoning for Public Markets and Street Vendors"

The APA also prepared an article on zoning for public markets in its February 2009 *Zoning Practice*.

- <https://urpl.wisc.edu/sites/urpl.wisc.edu/files/people/morales/ZPfeb09.pdf>

Other

CDC's Report "Recommended Community Strategies and Measurements to Prevent Obesity in the United States"

Report documenting strategies to implement for obesity prevention.

- <http://www.cdc.gov/obesity/resources/recommendations.html>

Food Value Chains: Creating Shared Value to Enhance Marketing Success

The report provides an overview of how food value chains are initiated, structured, how they function and the business advantages and challenges of this approach.

- <https://www.ams.usda.gov/sites/default/files/media/Food%20Value%20Chains%20Creating%20Shared%20Value%20to%20Enhance%20Marketing%20Success.pdf>

Wholesale Markets and Facility Design

Provides technical assistance and support to customers regarding the construction of new structures or the remodeling of existing ones. These facilities include wholesale market, farmers markets, public markets, and food hubs.

- <https://www.ams.usda.gov/services/local-regional/facility-design>

Organic Agriculture

USDA is committed to helping organic agriculture grow and thrive. This is a one-stop shop with information about organic certification and USDA-wide support for organic agriculture.

- www.usda.gov/organic

Fruit and Vegetable Audits

Audits for Good Agricultural Practices (GAP) and Good Handling Practices (GHP) can help producers access commercial markets by verifying that fruits and vegetables are produced, packed, handled, and stored in the safest manner possible to minimize risks of microbial food safety hazards.

- <https://www.ams.usda.gov/services/auditing/gap-ghp>

USDA Certification for Small and Very Small Producers of Grass-fed Beef and Lamb

Allows small and very small-scale producers to certify that their animals meet the requirements of the grass-fed marketing claim standard, helping them differentiate themselves and communicate value to their customers.

- <https://www.ams.usda.gov/services/auditing/grass-fed-SVS>

Local and Regional Market News

Provides reports on local and regional food outlets, providing producers and consumers with instant access to prices from farmers markets, farmers' auctions, food hubs, and direct-to-consumer sales, providing support to even the smallest farmers and producers.

- <https://www.ams.usda.gov/market-news/local-regional-food>

Connecting Communities

A free webinar series sponsored by the Federal Reserve System webinar. Archived episodes include the use of regional food system investments to drive entrepreneurial activity and small business development and how to ensure that the opportunities created through regional food investments are available to all, including traditionally marginalized populations.

- <https://bsr.stlouisfed.org/connectingcommunities/>

Toolkit for Building Successful Community College Employer Relationships

A downloadable report from the Brookings Institute, which offers practical advice on how community college leaders can take a deliberate approach to communication with potential partners in their community, including local businesses and industry leaders.

- <https://www.brookings.edu/research/a-toolkit-for-building-successful-community-college-employer-relationships/-practical>

Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

Action Plan Summary

Goal 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

Action 1.4: Throw a garden education event

Action 1.5: Build a pollinator garden near the Mackenzie School entrance

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week

Action 2.2: Present the Action Plan to the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

Action 3.1: Convene meeting of Mackenzie Athletics, organized teams/clubs in the community, and individuals that currently practice, play, or exercise on Mackenzie grounds

Action 3.2: Mow the grass and cleanup the property

Action 3.3: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS; contact DTE about downed power line/pole

Action 3.4: Formalize environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

GOAL 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

The large size of the Mackenzie School property presents a unique opportunity to significantly increase classroom capacity for teachers and students by creating intentional space for environmental education and programming outside of the current school structure. A handful of garden beds on the site already provide an engagement tool for students, but increasing their number and diversifying what is produced will allow more students to use these spaces for more subject lessons more frequently. Adding clear pathways, informational signage, seating, covered work space, tools, and utilities (e.g. sinks and restrooms) will further enhance the functionality of the grounds for collaboration, reflection, and skills-building activities. A well-equipped, thoughtfully designed, facilitated, and carefully maintained “center” will enable more holistic pedagogy, beautify the school property, enhance the attractiveness of the neighborhood, and inspire all those that interact with the space.

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Teachers will have valuable insights about curriculum needs and ideas about learning strategies that will work best in an outdoor space.
Measures of success	<ul style="list-style-type: none"> Teachers actively documenting, sharing and discussing ideas Number of teachers engaged / ranked by interest Ask/survey about project development Classroom activity maps
Timeframe	1-3 months
Lead	Charlotte Gale Christine Brownfield Kelly Landin
Supporting cast	Felicia Branch (teacher) Lizzie King (teacher) Monica DeGarmo Current Mackenzie Elem/Middle administrators (Jason Drain, Rosa Glover-Adams) Kristine Hahn (can facilitate)
Costs and/or resources needed	Time Teacher schedules Room reservation for meeting Process for capturing input.
Possible funding sources	N/A

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Students have ideas of what they would like to see be part of the learning center as well. Their engagement will establish a sense of ownership and entice use. Their involvement will create a sense of
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Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

	legacy, feeling that they were part of the history of the school. Empowering students to ask one another for their ideas about the project creates leadership opportunities.
Measures of success	<ul style="list-style-type: none"> • Student participation/“taking up for it” • Visible/tangible input/idea reporting • Focus group or student leadership team is formed • Garden mentorship program formed
Timeframe	1-3 months.
Lead	Derek Hightower and Zharia Akeen Kelly Landin Christine Brownfield (designing outdoor curriculum)
Supporting cast	Student council Sports teams (baseball players) Coach Perry Girls basketball coach (Shalenda Hamson) Ms. Porich (Healthy Kids Club) Garden Club members/advisors
Costs and/or resources needed	Time, schedules, determine format for capturing input
Possible funding sources	N/A

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

What this is and why it is important	This is an opportunity to learn more about what is possible, how processes work, what additional partners need to be involved, and what redevelopment plans already exist for the Mackenzie property. Success of the action plan depends on the support of school administrators.
Measures of success	Getting a meeting w/ dedicated time and the right person or people. List of yes/no/priorities/standards from them (next steps). 2 nd meeting.
Timeframe	4-6 months
Lead	Monica DeGarmo
Supporting cast	Version of LFLP Steering Committee that agrees to manage the action plan implementation process: <ul style="list-style-type: none"> • Lisa Philips, Principal at Cass Tech • Sidney Vincent, Director, Office of School Nutrition • Kristie Ford, Dept. Head for Science (whole district) • Deborah Hunter-Harvall, Chair of Curriculum Committee, School Board • Alycia Meriweather, Deputy Superintendent (former Dept. of

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

	Science Head)
Costs and/or resources needed	Time, patience, persistence Put together a really good presentation that includes: why outdoor education is important, benefits to students <i>Presentation development resources:</i> <i>Children and Nature Network and Green Schoolyards America</i>
Possible funding sources	

Action 1.4: Throw a garden education event

What this is and why it is important	A special event can serve many functions: catalyze engagement; generate positive press for future fundraising; motivate administration; provide skills development; seed sale / plant sale; recruitment of volunteers; ease permitting process
Measures of success	<ul style="list-style-type: none"> • Participation (# of people who attend) • Positive feedback/responses from attendees • People or organizations that want to get involved as a result • Detroit Free Press story
Timeframe	Ready for May 2018.
Lead	Healthy School Wellness Team (TBD - some combination of parent, teacher, staff, student from Mackenzie) Derek Hightower
Supporting cast	MSU Extension Matt Hargis Food Corps Members Office of School Nutrition Emerging leaders among teachers and students Brandy Lane, Professional Event Planner (WillUParty) Kristine Hahn and Deirdre Hope to connect to Master Gardeners Mona Ali Dean Hay
Costs and/or resources needed	Class/workshop design Best practices of Harvest Festival DPS High School announcements Time Event planning guidance Materials depending (e.g. seed packets, parents) Volunteers
Possible funding sources	National Gardening Association; donations (e.g. seeds)

Action 1.5: Build a pollinator garden near the Mackenzie School entrance	
What this is and why it is important	Currently there is a ½ acre of vacant green space near the entrance to Mackenzie at the corner of Chicago W and Wyoming Avenue. Transforming this area into a pollinator garden would add valuable outdoor cross-curricular education space, especially for 4th-6th Grade Earth Science curriculum that focuses on cross-exploration using forests, prairies, and rivers and birds, bees, and butterflies. A pollinator garden would also support the health and continuation of other urban agriculture on or around the school property. Bringing a garden to the front of the school would make the outdoor education center more visible to the community as a whole and with adequate funding, its establishment could be a participatory event integrated with other activities (e.g. garden event) around Earth Week in April.
Measures of success	<ul style="list-style-type: none"> • Funding for garden raised • Garden built • Participant engagement with garden, during build and after (# organizations, teachers, students, community members)
Timeframe	Ready to plant in April 2018 (<i>Alternatively October 2018</i>)
Lead	Dean Hay
Supporting cast	Jac Kyle, Sierra Club Christine Brownfield Kristine Hahn
Costs and/or resources needed	Options 1) \$800: Seed and installation (Lower cost, but requires professional to operate a seed spreader and rototiller; seed mixes tend to include invasive species that need to be managed closely to ensure the garden takes) 2) \$3500 – 4000: Plugs and plants (Higher cost, but lower maintenance and provides the opportunity for building the garden to be participatory with some responsible oversight)
Possible funding sources	National Gardening Association Whole Kids Foundation School Garden Grant Program Lowe's Toolbox for Education Grants Scott's The Pollinator Promise Home Depot's Building Healthy Communities Grant Program The Lorrie Otto Seeds for Education Fund More (http://www.americainbloom.org/resources/Grant-Opportunities.aspx)

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Mackenzie is a public asset situated in a neighborhood that has previously supported both thriving businesses and densely populated residential streets. Currently, vacant buildings and deferred maintenance have created gaps in social touchpoints and blighted the landscape. These changes keep

people from enjoying the neighborhood fully and inhibit the ability for neighbors and the school community to interact more frequently. Mackenzie can be central to repairing the social fabric of the neighborhood by serving as a clean, safe, central place, where the community can gather for intergenerational social events, neighborhood meetings, and recreational activities, particularly during the many hours that the building or grounds are not in use for school functions. The Barton-McFarlane Neighborhood Association is a key partner, mobilized and ready to support the restoration and development of the many acres around Mackenzie that in turn could provide walking paths, an urban orchard, community growing space, and environmental solutions (e.g. using native plants for stormwater management) for the benefit of all.

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
What this is and why it is important	Students need to feel safe going to/from school each day. Being able to walk, bicycle or scooter at least once or twice a day provides valuable exercise and increases time outdoors, both of which are associated with improved health. Experiencing a neighborhood outside of a car raises awareness and connection to the community (e.g. ability to talk to others along the route).
Measures of success	<ul style="list-style-type: none"> • More kids walking or biking to school (#) • Amount of time spent outside utilizing school assets (minutes)
Timeframe	<p>Short –term: Conduct a survey walk/bike to school; crowdsource walk obstacles from students</p> <p>Medium –term: Springtime; connect to Earth Week or Safe Routes to Schools- National Bike/Walk to School Day—May 9, 2018</p>
Lead	<p>Safe Route to Schools – Detroit Partnership (contact person?)</p> <p>Detroit Biking Coalition</p> <p>Charlotte Gale,</p> <p>Jeannette Cushway, FoodCorps Service Member @ Wayne State focused on physical education and based at Mackenzie</p>
Supporting cast	<p>Little Field & Elmira Block Groups</p> <p>Barton – McFarlane Neighborhood Association</p> <p>Detroit Greenways Coalition (Todd Scott, ED)</p> <p>Local churches</p> <p>City Planning and Sustainability Departments</p> <p>Neighborhood businesses</p>
Costs and/or resources needed	<p>A facilitator w/expertise in walk audits</p> <p>EPA toolkit on walk audits</p> <p>Low cost staff involvement</p> <p><i>EPA's Walkability Workbook:</i></p> <ul style="list-style-type: none"> • <i><u>Walkability Workbook (PDF) EXIT – Tool developed through the Building Blocks for Sustainable Communities Program</u> to guide communities in assessing the pedestrian environment and forming a vision for short- and long-term improvements to sidewalks and streets.</i> <p><i>Additional resources from other organizations:</i></p> <ul style="list-style-type: none"> • <i><u>http://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html</u></i>

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week

	<ul style="list-style-type: none"> • http://www.pedbikeinfo.org/planning/tools_audits.cfm • http://archive.saferoutesinfo.org/sites/default/files/walkabilitychecklist.pdf <p><i>Resources for Bike and Walk to School Day:</i></p> <ul style="list-style-type: none"> • http://www.walkbiketoschool.org/ • https://www.saferoutespartnership.org/
Possible funding sources	America Walks 2017 Community Change Micro Grant (due Nov. 10, 2017) http://americawalks.org/2017-community-change-micro-grants-open/

Action 2.2: Present the Action Plan to both the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community

What this is and why it is important	There needs to be a better understanding of how both parents and the general public interact with Mackenzie and solicit their feedback on how engagement between groups could be improved and/or increased
Measures of success	<ul style="list-style-type: none"> • Contact made with PTA • Suggestion box established • List of 3-4 priorities synthesized from parent survey (possibly conducted through drop-off) or suggestions received
Timeframe	Short
Lead	Steering committee w/Charlotte Gale lead on PTA Kelly Landin Christine Brownfield
Supporting cast	PTA Leadership Mackenzie administration Student Council and Student Leadership Committee (outreach for public involvement)
Costs and/or resources needed	Time on PTA agenda Time on community Suggestion box and cards or other method for capturing feedback Communication/outreach about request for feedback
Possible funding sources	N/A

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities

What this is and why it is important	A Slow Roll bike tour can demonstrate the potential of Mackenzie to bring people together and will raise awareness of intentions to better connect the school with the community. The event is also an opportunity to gather information from riders about street conditions. Advance notice to block clubs and neighborhood associations is important to build communication exchange and engage the
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Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
	neighborhood, even folks who are not riding.
Measures of success	<ul style="list-style-type: none"> • Participation (# and diversity of groups represented) • Information generated and connections made as a result of the event
Timeframe	Sometime in spring; there is a DPS/Slow Roll each week
Lead	Monica DeGarmo
Supporting cast	Slow Roll Block Clubs Barton-McFarlane Neighborhood Association Detroit Biking Coalition DPS Communications DPD to block streets/keep riders safe
Costs and/or resources needed	Free event; low cost of custodial staff and organizing Property at Mackenzie might be challenging (small parking lot) for Slow Roll vendors and rider parking; might need to set-up at Drew and route around Mackenzie.
Possible funding sources	N/A

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
What this is and why it is important	Introducing visual cues (e.g. designated bike lane, bright crosswalks) around Mackenzie can encourage bike/pedestrian use of roads, increase safety, and also beautify the streets and grounds surrounding the school. These changes can help improve perceptions of the area. Engaging students and community members in the development of artwork will build pride and a sense of ownership, while offering opportunities for interaction among different groups.
Measures of success	The first installation Before/after survey of walking/biking to school Number of citizens or artists engaged
Timeframe	Medium (spring/summer). Long (expansion of a program)
Lead	Steering committee will identify a representative from the LFLP process and an art teacher (Mr. Rice) or someone to work w/city.
Supporting cast	Art students/artists Eastern Market (contracts for mural there) Detroit Public Works
Costs and/or resources needed	Medium for materials/paint (Look into paint type)
Possible funding sources	Eastern Market Community Mural Selection Our Town grant program, National Endowment for the Arts:

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art

<https://www.arts.gov/grants-organizations/our-town/introduction>

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed

What this is and why it is important	Procedures exist, but are not perceived as being friendly to non-DPS users of the Mackenzie grounds (e.g. Block Clubs have to request use online for fee). Having a clear process and rules consistently applied will build goodwill and trust with the neighborhood and ensure there is equal access for all.
Measures of success	Increase # of events and/or programs for community on school property
Timeframe	Short term
Lead	Monica DeGarmo Steering committee reaches out to Helen Sidberry, Community Use Director @ DPS
Supporting cast	Neighborhood Associations and Block Groups Detroit Food Policy Council Mona Ali District Manager for the area
Costs and/or resources needed	Research and organization
Possible funding sources	N/A

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

School athletic programs teach team-building, build strong bodies, enable leadership experience, and provide valuable, structured, non-classroom time for youth. Well-maintained and diverse recreational spaces enhance the value of schools and neighborhoods, encourage active lifestyles, and bring people together. The extensive grounds at Mackenzie hold the potential to support a variety of organized and organic (e.g. pick-up games, stroll with a friend) recreational pursuits (e.g. football, track, basketball, baseball, softball, nature-based walking paths) for students and community members alike. As there is no formal green space within a two-mile radius of the school, the twelve acres of Mackenzie can be intentionally designed to serve as the “community’s park”.

Action 3.1: Convene meeting of Mackenzie Athletics coaches, organized teams/clubs in the community, individuals that currently practice, play, or exercise on Mackenzie grounds, and groundskeeping

What this is and why it is important	It is important to engage the groups that currently use and manage the Mackenzie grounds to understand what design and functions are necessary and what is desired in order to make the spaces and facilities
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Action 3.1: Convene meeting of Mackenzie Athletics coaches, organized teams/clubs in the community, individuals that currently practice, play, or exercise on Mackenzie grounds, and groundskeeping	
	most beneficial to a variety of users (e.g. school teams, community club sports, nearby residents)
Measures of success	<ul style="list-style-type: none"> Representation of stakeholders in decision-making Demand for different spaces documented with details of design requirements and anticipated scheduling (e.g. who will use it when)
Timeframe	School year 2017-18
Lead	Alvin Ward, Director of DPS Athletics (Coach Tezz Chuck Alonte Ron Coleman (organization?))
Supporting cast	Police Athletic League Sports clubs, school
Costs and/or resources needed	Football field maintenance
Possible funding sources	Wayne State – RBI (Reviving Baseball in Inner Cities) grant

Comment [HF]: Full names?

Action 3.2: Mow the grass and cleanup the property	
What this is and why it is important	Mowing the grass and keeping the grounds clear of trash are baseline maintenance activities for establishing the area around Mackenzie as suitable and safe for use. With a nominal amount of effort and cost, the area can be kept tidy, which will help to rebuild trust, pride, and a sense of safety. It sends a message that something is intentionally planned and progress is happening.
Measures of success	<ul style="list-style-type: none"> List of maintenance needs created Contract specifics/terms/responsible parties for maintenance activities identified Responsible parties engaged to review list of requested maintenance Long-term maintenance plan established for cleanup and planting slow-growing/native plants.
Timeframe	List of requested maintenance (1-2 months) Research and engagement (3-4 months) Clean-up and maintenance (by early spring for Slow Roll and Garden events) Long-term maintenance plan developed (School Year 2018-19)
Lead	Monica DeGarmo Matt Hargis

Action 3.2: Mow the grass and cleanup the property

Supporting cast	Garden Collaborative School groundskeeping and maintenance service provider/staff Green Corps Felicia Venable, Sr. Exec. Dir. Of Operations Principal Drain School Board members Dr. Nikolai Vitti, Superintendent of DPSCD City of Detroit Department of Public Works
Costs and/or resources needed	Some equipment (mowing – in house) Dumpster (debris removal) Trash cans for the long-term
Possible funding sources	City of Detroit Department of Public Works (trash cans?)

Action 3.3: Request water line/drainage maps from City of Detroit for Mackenzie property and NRCS; contact DTE about downed power line/pole

What this is and why it is important	A first step to planning redevelopment of the Mackenzie grounds is to understand physical and structural elements that will impact future activities on the property.
Measures of success	<ul style="list-style-type: none"> • Contact made with NRCS and County Conservation District • Contact made with the Water Department • Maps/assessments received
Timeframe	Initial contact in 1 month Resolution as soon as possible
Lead	Monica DeGarmo Matt Hargis
Supporting cast	Jon Grosshans, EPA Region #5 Sidney Vincent NRCS County Conservation District Water Department
Costs and/or resources needed	
Possible funding sources	

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

What this is and why it is important	Adding signage to current outdoor spaces (e.g. raised beds, larger garden beds) that explains what they are, what's happening with each, who used the space, etc. will help students, teachers, school staff and vendors, and the community better understand. As the space matures, signage may be added that shows the history of the place or how
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Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
	spaces are used today. Community members have expressed that they would be more committed to maintenance and development of the space if they understood its different functions. Signage would help to prevent mow overs of plantings and may lower vandalism.
Measures of success	<ul style="list-style-type: none"> • Signs are placed at gate b/w teacher parking lot and field, next to garden beds (raised), and at other important locations • Receive feedback from community about project (e.g. information learned from signs) • Less vandalism and trash
Timeframe	Ready for spring (April 1 st)
Lead	Charlotte Gale Jeannette Cushway, Wayne State Food Crops Service member
Supporting cast	Garden Collaborative Drew Carpentry Shop Teachers (e.g. Mr. Rice, Kelly Landin, Christine Brownfield) Principal Drain and school administrators Payne grounds keeping service vendor Students (Derek Hightower, Zharia Akeen and others to help make the signs) Felicia Venable, Sr. Exec. Dir. Of Operations Michael Craig
Costs and/or resources needed	\$500 – Sign materials (e.g. chalkboard paint, printing, wooden stakes, poster board)
Possible funding sources	Donation from Home Depot, Lowe's Office of School Nutrition Budget requisition process Class time

From: Goeglein, Tim
Sent: 1 Nov 2017 13:34:02 +0000
To: Gibbs, John
Cc: Brannon, Ashley; Goeglein, Tim
Subject: RE: Rescheduling John Gibbs (originally Nov 3 at 1:30pm)

Thanks pal; we shall!

More soon

Tsg
+

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Wednesday, November 01, 2017 9:33 AM
To: Goeglein, Tim
Cc: Brannon, Ashley
Subject: RE: Rescheduling John Gibbs (originally Nov 3 at 1:30pm)

Sure! Please let me know when's good,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Goeglein, Tim [mailto:Tim.Goeglein@fotf.org]
Sent: Tuesday, October 31, 2017 2:47 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Brannon, Ashley <Ashley.Brannon@fotf.org>; Goeglein, Tim <Tim.Goeglein@fotf.org>
Subject: Rescheduling John Gibbs (originally Nov 3 at 1:30pm)

My dear, new friend -

One million apologies

I have to be out of Washington on Friday now.

With your indulgence, may we kindly reschedule?

Utterly sorry.

Cheers and blessings

Tsg

+

From: Tina Sung
Sent: 1 Nov 2017 20:57:15 +0000
To: Jon Cordova;John Bardis;joe.valandra@vadvisorsllc.com;Hughes, Andrew;McCall, Drew A;Gibbs, John;Hipp, Van D;Holderfield, Stephanie A;Bravacos, John G;Barton, Victoria L;Alexander, Mason;Smith, Cooper J;Dunn, Connor M;Heredia, Evonne G;Beckles, Angela L;Hobbs, Benjamin R;Ludlow, Ashley;Coffey, Alexander;Hubbard, Katrina R;Brown, Christina M;Haller, Julia Z;Kelley, Michael J;Garza, Sarah J;Holly Ham;Tufts, Suzanne I
Cc: Jennifer Close;Katie Janoski
Subject: Reminder – Looking forward to seeing you at federal budget session this Friday, 11/3

Good afternoon,

We look forward to seeing you at the Partnership for Public Service **this Friday, November 3** for What the Federal Budget Process Means to Your Success, a [Ready to Govern](#) event. **Please arrive by 8:00 a.m. to check in**, enjoy breakfast, and network with your fellow appointees and speakers. We will kick off the session promptly at 8:15 a.m. and wrap up by 10:00 a.m.

The Partnership is located one block from Metro Center at 1100 New York Avenue NW, Suite 200 East. Please click [here](#) for directions to our office.

We are sensitive to the ethical considerations associated with government employees attending events. Accordingly, we encourage you to check with your ethics official to determine the proper application of ethics compliance. We will offer a light breakfast at our session. The total cost is \$9 per person. If you need to pay, we accept cash, all major credit cards and checks made payable to The Partnership for Public Service.

Should you have any questions about the event or if you are no longer able to attend, please email me as soon as possible.

Best regards,

Tina

Tina Sung
Vice President
Government Transformation & Agency Partnerships
Partnership for Public Service
1100 New York Avenue NW
Suite 200 East
Washington DC 20005
202-775-2741

The Partnership for Public Service is a nonpartisan, nonprofit that strives for a more effective government for the American people. To learn more, please visit ourpublicservice.org. We would like to thank our partner, Ernst & Young LLP (EY), for their support.

From: Gibbs, John
Sent: 5 Oct 2017 21:00:04 +0000
To: Goeglein, Tim
Cc: Brannon, Ashley
Subject: RE: Following up / Gibbs HUD meeting

Tim, we're on. It's in the calendar. Please come to the North Entrance on the corner of 7th and D St.
Address is: 451 7th St. SW.

Looking forward to it,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Goeglein, Tim [mailto:Tim.Goeglein@fotf.org]
Sent: Thursday, October 05, 2017 2:49 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Brannon, Ashley <Ashley.Brannon@fotf.org>; Goeglein, Tim <Tim.Goeglein@fotf.org>
Subject: Following up / Gibbs HUD meeting

Superb; great

May I come see you at HUD for a coffee meeting?

How about

X Friday, November 3rd at 1:30 p.m.?

Warm regards, John,

Tsg
+

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, October 05, 2017 9:26 AM
To: Goeglein, Tim
Subject: RE: Following up / Gibbs HUD meeting

Great. How does Thu 11/2 or Fri 11/3 work? Safe travels.



John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Holly Fowler
Sent: 24 Oct 2017 09:07:55 -0400
To: Christine Brownfield;Dean Hay;Desiree Hatcher;Devita Davison;Gibbs, John;Jon Grosshans;Karen Whitsett;Kelly Landin;Kevin Frank;Kristine Hahn;Marisa Jones;Matthew Hargis;Monica Degarmo;Rosa Glover-Adams;Skyla Butts;William Davis;Charlotte Gale
Cc: Michelle Madeley;Mike Callahan;Alexa Bush;Alycia Meriweather;Angela Hojnacki;Felicia Venable;Gabe Leland;Isaac Robinson;Lindsay Turpin;Mona Ali;Sidney Vinson;Winona Bynam
Subject: LFLP Detroit - Draft Action Plan v.2 for Review and Call #5 Reminder
Attachments: LFLP Detroit CAP Tables_Draft_v2.docx

Hello LFLP Detroit Steering Committee and Support Team Members,

Thank you to Monica, Matt, Dean, Kristine, and Charlotte for being so engaged during our first post-workshop call held on October 18th. The results of our discussion are reflected in the updated community action plan tables attached.

The action plan is still in draft and requires your review. Please take time prior to our next call on 10/30 to read through it thoroughly. Do the actions support your goals as intended? Are there any actions missing? Is information accurate and complete? Please indicate any suggestions of edits, questions, or additional information via the "Insert Comment" function rather than tracked changes. You can also submit these to me via an email, indicating the action number that corresponds to your feedback. Our goal is to include full names and affiliations of persons mentioned and full organizational names rather than acronyms and a representative when possible.

Details of our next call are below:

LFLP Detroit - Call #5

Date: Monday, Oct. 30, 2017

Time: 1:30 - 3:00 PM

Audio: 240-454-0879

Meeting number: (b)(6)

Join online: Go to www.webex.com, select "Join", and enter the meeting number

Thank you and speak to you next week!

Kind regards,
Holly

Holly Fowler
Co-founder & CEO
Northbound Ventures, LLC
617-899-9690
www.northboundventures.com



Action Plan

The culminating product of the workshop was a community action plan. The plan is organized around three community goals and includes actions the participants brainstormed at the workshop and during follow-up calls. The following action plan matrix helps to identify needed actions, prioritize next steps, and define roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

Action Plan Summary

Goal 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

Action 1.4: Throw a garden education event

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week

Action 2.2: Present the Action Plan to the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art.

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed.

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

Action 3.1: Convene meeting of Mackenzie Athletics, organized teams/clubs in the community, and individuals that currently practice, play, or exercise on Mackenzie grounds.

Action 3.2: Mow the grass and cleanup the property.

Action 3.3: Request water line/drainage maps from city of Detroit for Mackenzie property and NRCS. Contact DTE about downed power line/pole.

Action 3.4: Formalize environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

GOAL 1: Design and develop an outdoor education center adjacent to the Mackenzie Elementary-Middle School

The large size of the Mackenzie School property presents a unique opportunity to significantly increase classroom capacity for teachers and students by creating intentional space for environmental education and programming outside of the current school structure. A handful of garden beds on the site already provide an engagement tool for students, but increasing their number and diversifying what is produced will allow more students to use these spaces for more subject lessons more frequently. Adding clear pathways, informational signage, seating, covered work space, tools, and utilities (e.g. sinks and restrooms) will further enhance the functionality of the grounds for collaboration, reflection, and skills-building activities. A well-equipped, thoughtfully designed, facilitated, and carefully maintained “center” will enable more holistic pedagogy, beautify the school property, enhance the attractiveness of the neighborhood, and inspire all those that interact with the space.

Action 1.1: Gather input from Mackenzie teachers about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Teachers will have valuable insights about curriculum needs and ideas about learning strategies that will work best in an outdoor space.
Measures of success	<ul style="list-style-type: none"> Teachers actively documenting, sharing and discussing ideas Number of teachers engaged / ranked by interest Ask/survey about project development Classroom activity maps
Timeframe	1-3 months
Lead	Charlotte Gale YMS Brownfield Kelly Landin
Supporting cast	Felicia Branch (teacher) Lizzie King (teacher) Monica Degarmo Current Mackenzie Elem/Middle administrators (Jason Drain, Rosa Glover-Adams) Kristine Hahn (can facilitate)
Costs and/or resources needed	Time Teacher schedules Room reservation for meeting Process for capturing input.
Possible funding sources	N/A

Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

What this is and why it is important	Students have ideas of what they would like to see be part of the learning center as well. Their engagement will establish a sense of ownership and entice use. Their involvement will create a sense of
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Action 1.2: Gather input from students about anticipated use of a future outdoor education center and recreational spaces

	legacy, feeling that they were part of the history of the school. Empowering students to ask one another for their ideas about the project creates leadership opportunities.
Measures of success	<ul style="list-style-type: none"> • Student participation/“taking up for it” • Visible/tangible input/idea reporting • Focus group or student leadership team is formed • Garden mentorship program formed
Timeframe	1-3 months.
Lead	Derek Hightower and Zharia Akeen Kelly Landin Christine Brownfield (designing outdoor curriculum)
Supporting cast	Student council Sports teams (baseball players) Coach Perry Girls basketball coach (Shalenda Hamson) Ms. Porich (Healthy Kids Club) Garden Club members/advisors
Costs and/or resources needed	Time, schedules, determine format for capturing input
Possible funding sources	N/A

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie

What this is and why it is important	This is an opportunity to learn more about what is possible, how processes work, what additional partners need to be involved, and what redevelopment plans already exist for the Mackenzie property. Success of the action plan depends on the support of school administrators.
Measures of success	Getting a meeting w/ dedicated time and the right person or people. List of yes/no/priorities/standards from them (next steps). 2 nd meeting.
Timeframe	4-6 months
Lead	Monica Degarmo
Supporting cast	Version of LFLP Steering Committee that agrees to manage the action plan implementation process: <ul style="list-style-type: none"> • Lisa Philips, Principal at Cass Tech • Sidney Vincent, Director, Office of School Nutrition • Kristie Ford, Dept. Head for Science (whole district) • Deborah Hunter-Harvall, Chair of Curriculum Committee, School Board • Alycia Meriweather, Deputy Superintendent (former Dept. of

Action 1.3: Meet with Mackenzie Principal Drain and Detroit Public Schools leadership to determine planning, budget, timeline, processes, etc. for development of an outdoor center at Mackenzie	
	Science Head)
Costs and/or resources needed	Time, patience, persistence Put together a really good presentation that includes: why outdoor education is important, benefits to students <i>Presentation development resources:</i> <i>Children and Nature Network and Green Schoolyards America</i>
Possible funding sources	

Comment [HF]: Need last name from sign-in sheets

Action 1.4: Throw a garden education event	
What this is and why it is important	A special event can serve many functions: catalyze engagement; generate positive press for future fundraising; motivate administration; provide skills development; seed sale / plant sale; recruitment of volunteers; ease permitting process
Measures of success	<ul style="list-style-type: none"> • Participation (# of people who attend) • Positive feedback/responses from attendees • People or organizations that want to get involved as a result • Detroit Free Press story
Timeframe	Ready for May 2018.
Lead	Healthy School Wellness Team (TBD - some combination of parent, teacher, staff, student from Mackenzie) Derek Hightower
Supporting cast	MSU Extension Matt Hargis Food Corps Members Office of School Nutrition Emerging leaders among teachers and students (Brandy) Kristine Hahn and Deirdre Hope to connect to Master Gardeners Mona Ali Dean Hay
Costs and/or resources needed	Class/workshop design Best practices of Harvest Festival DPS High School announcements Time Event planning guidance Materials depending (e.g. seed packets, parents) Volunteers
Possible funding sources	National Gardening Association; donations (e.g. seeds)

GOAL 2: Create new opportunities for community engagement and connectivity between Mackenzie students, their families, and neighborhood residents

Mackenzie is a public asset situated in a neighborhood that has previously supported both thriving businesses and densely populated residential streets. Currently, vacant buildings and deferred maintenance have created gaps in social touchpoints and blighted the landscape. These changes keep people from enjoying the neighborhood fully and inhibit the ability for neighbors and the school community to interact more frequently. Mackenzie can be central to repairing the social fabric of the neighborhood by serving as a clean, safe, central place, where the community can gather for intergenerational social events, neighborhood meetings, and recreational activities, particularly during the many hours that the building or grounds are not in use for school functions. The Barton-McFarlane Neighborhood Association is a key partner, mobilized and ready to support the restoration and development of the many acres around Mackenzie that in turn could provide walking paths, an urban orchard, community growing space, and environmental solutions (e.g. using native plants for stormwater management) for the benefit of all.

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
What this is and why it is important	Students need to feel safe going to/from school each day. Being able to walk, bicycle or scooter at least once or twice a day provides valuable exercise and increases time outdoors, both of which are associated with improved health. Experiencing a neighborhood outside of a car raises awareness and connection to the community (e.g. ability to talk to others along the route).
Measures of success	<ul style="list-style-type: none"> • More kids walking or biking to school (#) • Amount of time spent outside utilizing school assets (minutes)
Timeframe	Short –term: Conduct a survey walk/bike to school; crowdsource walk obstacles from students Medium –term: Springtime; connect to Earth Week or Safe Routes to Schools- National Bike/Walk to School Day—May 9, 2018
Lead	Safe Route to Schools – Detroit Partnership (contact person?) Detroit Biking Coalition Charlotte Gale, Jeannette Cushway, FoodCorps Service Member @ Wayne State focused on physical education and based at Mackenzie
Supporting cast	Little Field & Elmira Block Groups Barton – McFarland Neighborhood Association Detroit Greenways Coalition (Todd Scott, ED) Local churches City Planning and Sustainability Departments Neighborhood Businesses
Costs and/or resources needed	A facilitator w/expertise in walk audits EPA toolkit on walk audits Low cost staff involvement EPA's Walkability Workbook: <ul style="list-style-type: none"> • <i>Walkability Workbook (PDF) EXIT – Tool developed through the Building Blocks for Sustainable Communities Program to guide communities in</i>

Action 2.1: Conduct a walkability audit of key routes students use to walk to/from school, in conjunction with walk and bike to school week	
	<p><i>assessing the pedestrian environment and forming a vision for short- and long-term improvements to sidewalks and streets.</i></p> <p><i>Additional resources from other organizations:</i></p> <ul style="list-style-type: none"> • http://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html • http://www.pedbikeinfo.org/planning/tools_audits.cfm • http://archive.saferoutesinfo.org/sites/default/files/walkabilitychecklist.pdf <p><i>Resources for Bike and Walk to School Day:</i></p> <ul style="list-style-type: none"> • http://www.walkbiketoschool.org/ • https://www.saferoutespartnership.org/
Possible funding sources	America Walks 2017 Community Change Micro Grant (due Nov. 10, 2017) http://americawalks.org/2017-community-change-micro-grants-open/

Comment [MM]: Is there another step beyond just doing these actions—e.g. will the leads meet after their actions are complete and discuss results/findings?

Action 2.2: Present the Action Plan to both the Parent Teacher Association (PTA); provide a suggestion box for public input on preferred interaction with the Mackenzie Community.	
What this is and why it is important	There needs to be a better understanding of how both parents and the general public interact with Mackenzie and solicit their feedback on how engagement between groups could be improved and/or increased
Measures of success	<ul style="list-style-type: none"> • Contact made with PTA • Suggestion box established • List of 3-4 priorities synthesized from parent survey (possibly conducted through drop-off) or suggestions received
Timeframe	Short
Lead	Steering committee w/Charlotte Gale lead on PTA Kelly Landin Christine Brownfield
Supporting cast	PTA Leadership Mackenzie administration Student Council and Student Leadership Committee (outreach for public involvement)
Costs and/or resources needed	Time on PTA agenda Time on community Suggestion box and cards or other method for capturing feedback Communication/outreach about request for feedback
Possible funding sources	

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
What this is and why it is	A Slow Roll bike tour can demonstrate the potential of Mackenzie to

Action 2.3: Hold a Slow Roll bike tour event in the Mackenzie neighborhood featuring food trucks, games, and community visioning tools for capturing ideas about engagement opportunities	
important	bring people together and will raise awareness of intentions to better connect the school with the community. The event is also an opportunity to gather information from riders about street conditions. Advance notice to block clubs and neighborhood associations is important to build communication exchange and engage the neighborhood, even folks who are not riding.
Measures of success	<ul style="list-style-type: none"> • Participation (# and diversity of groups represented) • Information generated and connections made as a result of the event
Timeframe	Sometime in spring; there is a DPS/Slow Roll each week
Lead	Monica Degarmo (initiate contact w/Slow Roll)
Supporting cast	Slow Roll Block Clubs Barton-McFarlane Neighborhood Association Detroit Biking Coalition DPS Communications DPD to block streets/keep riders safe
Costs and/or resources needed	Free event; low cost of custodial staff and organizing Property at Mackenzie might be challenging (small parking lot) for Slow Roll vendors and rider parking; might need to set-up at Drew and route around Mackenzie.
Possible funding sources	N/A

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
What this is and why it is important	Introducing visual cues (e.g. designated bike lane, bright crosswalks) around Mackenzie can encourage bike/pedestrian use of roads, increase safety, and also beautify the streets and grounds surrounding the school. These changes can help improve perceptions of the area. Engaging students and community members in the development of artwork will build pride and a sense of ownership, while offering opportunities for interaction among different groups.
Measures of success	The first installation Before/after survey of walking/biking to school Number of citizens or artists engaged
Timeframe	Medium (spring/summer). Long (expansion of a program)
Lead	Steering committee will identify a representative from the LFLP process and an art teacher (Mr. Rice) or someone to work w/city.
Supporting cast	Art students/artists Eastern Market (contracts for mural there)

Action 2.4: Paint highly visible and fun crosswalks at key gateways to the school property as a first step to a broader neighborhood beautification program using murals and student/community driven public art	
	Detroit Public Works
Costs and/or resources needed	Medium for materials/paint (Look into paint type)
Possible funding sources	Eastern Market Community Mural Selection Our Town grant program, National Endowment for the Arts: https://www.arts.gov/grants-organizations/our-town/introduction

Action 2.5: Establish clear and effective procedures for using indoor and outdoor space at Mackenzie School for community uses, and clarify what uses are allowed	
What this is and why it is important	Procedures exist, but are not perceived as being friendly to non-DPS users of the Mackenzie grounds (e.g. Block Clubs have to request use online for fee). Having a clear process and rules consistently applied will build goodwill and trust with the neighborhood and ensure there is equal access for all.
Measures of success	More events/programs for community on property.
Timeframe	Short term.
Lead	Monica Degarmo Steering committee reaches out to Helen Sidberry, Community Use Director @ DPS
Supporting cast	Neighborhood Associations and Block Groups Detroit Food Policy Council Mona Ali District Manager for the area
Costs and/or resources needed	Low cost for research and organization.
Possible funding sources	

GOAL 3: Restore and maintain recreational and open spaces adjacent to Mackenzie

School athletic programs teach team-building, build strong bodies, enable leadership experience, and provide valuable, structured, non-classroom time for youth. Well-maintained and diverse recreational spaces enhance the value of schools and neighborhoods, encourage active lifestyles, and bring people together. The extensive grounds at Mackenzie hold the potential to support a variety of organized and organic (e.g. pick-up games, stroll with a friend) recreational pursuits (e.g. football, track, basketball, baseball, softball, nature-based walking paths) for students and community members alike. As there is no formal green space within a two-mile radius of the school, the twelve acres of Mackenzie can be intentionally designed to serve as the “community’s park”.

Action 3.1: Convene meeting of Mackenzie Athletics coaches, organized teams/clubs in the community, individuals that currently practice, play, or exercise on Mackenzie grounds, and groundskeeping	
What this is and why it is important	It is important to engage the groups that currently use and manage the Mackenzie grounds to understand what design and functions are necessary and what is desired in order to make the spaces and facilities most beneficial to a variety of users (e.g. school teams, community club sports, nearby residents)
Measures of success	<ul style="list-style-type: none"> • Representation of stakeholders in decision-making • Demand for different spaces documented with details of design requirements and anticipated scheduling (e.g. who will use it when)
Timeframe	School year 2017-18
Lead	Coach Tezz Chuck Alonte Ron Coleman (organization?) Police Athletic League (representative?)
Supporting cast	Sports clubs, school.
Costs and/or resources needed	Football field maintenance
Possible funding sources	Wayne State – RBI (Reviving Baseball in Inner Cities) grant

Comment [HF]: Full names?

Action 3.2: Mow the grass and cleanup the property	
What this is and why it is important	Mowing the grass and keeping the grounds clear of trash are baseline maintenance activities for establishing the area around Mackenzie as suitable and safe for use. With a nominal amount of effort and cost, the area can be kept tidy, which will help to rebuild trust, pride, and a sense of safety. It sends a message that something is intentionally planned and progress is happening.
Measures of success	<ul style="list-style-type: none"> • List of maintenance needs created • Contract specifics/terms/responsible parties for maintenance activities identified • Responsible parties engaged to review list of requested maintenance • Long-term maintenance plan established for cleanup and planting slow-growing/native plants.
Timeframe	List of requested maintenance (1-2 months) Research and engagement (3-4 months) Clean-up and maintenance (by early spring for Slow Roll and Garden events) Long-term maintenance plan developed (School Year 2018-19)
Lead	Monica Degarmo

Action 3.2: Mow the grass and cleanup the property

	Matt Hargis
Supporting cast	Garden Collaborative School groundskeeping and maintenance service provider/staff Green Corps Felicia Venable, Sr. Exec. Dir. Of Operations Principal Drain School Board Dr. Vitti City of Detroit Department of Public Works
Costs and/or resources needed	Some equipment (mowing – in house) Dumpster (debris removal) Trash cans for the long-term
Possible funding sources	City of Detroit Department of Public Works (trash cans?)

Action 3.3: Request water line/drainage maps from City of Detroit for Mackenzie property and NRCS; contact DTE about downed power line/pole

What this is and why it is important	A first step to planning redevelopment of the Mackenzie grounds is to understand physical and structural elements that will impact future activities on the property.
Measures of success	<ul style="list-style-type: none"> • Contact made with NRCS and County Conservation District • Contact made with the Water Department • Maps/assessments received
Timeframe	Initial contact in 1 month Resolution as soon as possible
Lead	Monica Degarmo Matt Hargis
Supporting cast	Sidney Vincent NRCS County Conservation District Water Department
Costs and/or resources needed	
Possible funding sources	

Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community

What this is and why it is important	Adding signage to current outdoor spaces (e.g. raised beds, larger garden beds) that explains what they are, what's happening with each, who used the space, etc. will help students, teachers, school staff and vendors, and the community better understand. As the space matures, signage may be added that shows the history of the place or how
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Action 3.4: Formalize Mackenzie external environment by creating signage to identify current outdoor spaces used by teachers, athletics and the community	
	spaces are used today. Community members have expressed that they would be more committed to maintenance and development of the space if they understood its different functions. Signage would help to prevent mow overs of plantings and may lower vandalism.
Measures of success	<ul style="list-style-type: none"> • Signs are placed at gate b/w teacher parking lot and field, next to garden beds (raised), and at other important locations • Receive feedback from community about project (e.g. information learned from signs) • Less vandalism and trash
Timeframe	Ready for spring (April 1 st)
Lead	Charlotte Gale Jeannette Cushway, Wayne State Food Crops Service member
Supporting cast	Garden Collaborative Drew Carpentry Shop Teachers (e.g. Mr. Rice, Kelly Landin, Christine Brownfield) Principal Drain and school administrators Payne grounds keeping service vendor Students (Derek Hightower, Zharia Akeen and others to help make the signs) Felicia Venable, Sr. Exec. Dir. Of Operations Michael Craig
Costs and/or resources needed	\$500 – Sign materials (e.g. chalkboard paint, printing, wooden stakes, poster board)
Possible funding sources	Donation from Home Depot, Lowe's Office of School Nutrition Budget requisition process Class time

From: Monica Degarmo
Sent: 12 Oct 2017 11:43:53 +0000
To: Ben Hall;kristen.kaszeta@wayne.edu;Jeanne Barcelona;Lindsay Turpin;Mike Callahan;Gibbs, John;Grosshans, Jon;Desiree Hatcher;winona@detroitfoodpc.org;Olivia Henry;Madeley, Michelle;Christine Brownfield;bushal@detroitmi.gov;Alex Hill;charlotte.gale@foodcorps.org;dean@greeningofdetroit.com;alim@detroitmi.gov;Gabe Leland;Elizabeth Palazzola;kathrynl@detroitmi.gov;Karen Whitsett;Skyla Butts;Matthew Hargis
Cc: Felicia Venable
Subject: Thank You!

Hello all,

Truly hope this finds you well- please accept my (belated!) gratitude for participating in our EPA Local Food, Local Places workshop at Drew Transition Center and Mackenzie Elementary-Middle School. For those who were familiar with the sites before or saw them for the first time, I hope you were sparked with a burst of excitement and inspiration for the good work already being done and potential for more intentional and innovative collaboration that will serve our DPSCD students, families, and neighborhoods.

Holly Fowler from Northbound recently emailed next step/follow-up conference call dates. If you did not receive those dates and are interested in participating, let me know and I will send them your way.

As we continue on this project, I also want share that there is expeditious movement from our new Superintendent Dr. Vitti to continue building momentum on local, fresh, and healthy foods in our schools, which is fantastic. The scope of this award being focused on building healthy communities through food is absolutely in tandem with our district vision and will hopefully help propel next steps of this project forward.

I do truly thank you, again for all your time and positive support, and the inspiring work you are doing here in Detroit and beyond. Don't hesitate to be in touch.

Warm regards,
Monica

p.s. If you're still thinking about that delicious butternut squash soup from our workshop lunch---on Friday, October 27th from 11:30am-1:30pm DPSCD's Breithaupt Career & Tech Center's Culinary Arts Program will be kicking off their monthly buffet series! These buffet meals are made by Breithaupt CTC students from scratch and this October meal will feature Drew Farm produce and seasonal vegetables sourced through Eastern Market. These amazing culinary students do everything from cooking to serving in the school's beautiful dining room- treat yourself and hope you there! Call to make your reservation- [Contact info](#)

Monica DeGarmo, M.A.
Detroit Public School Community District
Office of School Nutrition
Program Manager

313-651-3457 (office)

(b)(6) (cell)

monica.degarmo@detroitk12.org

From: Victoria Herrmann
Sent: 26 Oct 2017 19:37:58 -0400
To: Shana Udvardy
Cc: Baietti, Joseph
A;sspector@ddcf.org;RobertF@RPA.ORG;chulet@cbuilding.org;bbrooks@cbuilding.org;kristin.m
arcell@dec.ny.gov;Jennifer Li;Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri
Brokopp Binder;alex.greer@okstate.edu;Staudt, Amanda;Allen, David;Geller, Laurie;Warden,
Toby M;Kreidler, Heather L;Arigoni, Danielle M;Rachel Cleetus;Astrid Caldas;Kristy Dahl;Gibbs,
John;Erika Spanger-Siegfried;Roberts, Susan
Subject: Request for DC Meeting Kristina Peterson of Lowland Center Nov 2 /
Nov 3

Good evening,

I hope this email finds everyone well. I apologize for the late email but Kristina Peterson of the Lowland Center, Louisiana, will be in DC November 1, 2, and 3 after the Keeping History Above Water conference in Annapolis.

She is hoping to meet as many people while in town about managed retreat to exchange ideas and share the work she is doing. If you have time next week to meet her, I would appreciate if you could fill out the Doodle poll below. I will follow up individually, or perhaps if a time works for several people for a group, to schedule a meeting with her and I.

<https://doodle.com/poll/xbhdynedwqyqnsue>

Warm wishes and hope to see some of you next week!

Victoria

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Victoria Herrmann
President & Managing Director

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THE ARCTIC INSTITUTE
CENTER FOR CIRCUMPOLAR SECURITY STUDIES



From: Bennett Brooks
Sent: 9 Aug 2017 11:53:58 -0400
To: Baietti, Joseph A
Cc: Jessica Grannis;Buelow, Tedd - RD, Washington, DC;Sherri Brokopp Binder;Greer, Alex;Shana Udvardy;Victoria Herrmann;Staudt, Amanda;Allen, David;Geller, Laurie;Warden, Toby M;Kreidler, Heather L.;sspector@ddcf.org;RobertF@RPA.ORG;Carri Hulet;kristin.marcell@dec.ny.gov;Arigoni, Danielle M;Jennifer Li;Rachel Cleetus;Astrid Caldas;Kristina Dahl;Gibbs, John;Roberts, Susan;Erika Spanger-Siegfried
Subject: Re: Managed Retreat Scoping Meeting
Attachments: Retreat_Dec_2015_Meeting_Summary_FINAL.pdf

Joey (and all),

Many thanks for the great call last week. Carri and I so valued getting to hear of the many and varied ongoing efforts. We very much look forward to staying in touch with you all.

In the meantime, we are sending along a copy of the report we wrote based on our December 2015 Coastal Retreat workshop, *"Community Transformation at the Water's Edge."* We welcome feedback and/or questions.

Best,
Bennett Brooks and Carri Hulet
Consensus Building Institute

On Aug 9, 2017, at 11:28 am, Baietti, Joseph A <Joseph.A.Baietti@hud.gov> wrote:

Hello all,

I wanted to remind everyone to send me any resources mentioned during our meeting last Thursday. Feel free to send me any additional resources that you feel would be relevant to share with the group. I will compile and send out with a brief summary of last week's meeting.

Thanks,
Joey

Workshop Summary

Meeting Purpose and Participants

In December 2015, the Consensus Building Institute organized and hosted a workshop, "Community Transformation at the Water's Edge." The goal of the workshop was to explore the obstacles that prevent communities from discussing and planning for the inevitable transformation of land and property along vulnerable coasts and shorelines due to rising seas and more volatile storms. We knew participants would want to discuss institutional and financial barriers to retreat, but we also wanted to bring to light emotional, cognitive, and socio-psychological hurdles and in order to explore possible strategies for overcoming them.

The workshop brought together a diverse group of 30 thinkers and doers from a wide variety of disciplines and lived experience, including residents of coastal communities; a post-disaster social worker; local, state, and federal government representatives; climate scientists; a change management consultant; planners; artists who use expression to help people think about transformation; academics; adaptation finance administrators; and policy mediators. We invited this eclectic group of participants because we believe retreat is a multi-faceted problem that requires a multi-expert and multi-experience approach if there is any hope of understanding or addressing it.

A brief note on terminology
Throughout this document we use different terms to describe a planned change from current conditions along coasts and riverine shores to different conditions, in response to climate risks. Sometimes we call this "transformation at the water's edge." Usually, we call it "retreat" or "managed retreat" for brevity and because retreat is a term that is more commonly used and understood. We understand the sensitive nature of naming and use different terms intentionally because we lack a common language to describe the kind of change we are discussing in this summary.

Workshop Design and Agenda

We designed the workshop to foster two important dynamics: a creative atmosphere where participants could generate good ideas for hard problems and an easy mixing space where participants, mostly unknown to one another beforehand, would have a chance to interact. To help increase comfort and familiarity, all participants received bios with photos prior to the workshop (Appendix A) and the day started with an exercise that encouraged immediate one-on-one interactions. Throughout the day, most of the discussion occurred in small groups to deepen familiarity and maximize the opportunity for participants to express their views. To encourage creativity, workshop participants visually sketched their reflections about the experience of communities dealing with rising seas on large butcher paper for all to see. In an effort to help participants connect with the lived experience of people who must leave their homes and communities, Anu Yadav, a performance artist and activist, shared three brief

excerpts from a one-woman play she wrote after living and working with a community through their eviction from government housing. The emotional power of her performance left a deep impression on many participants, and led to dialogue that was rich with references to the “human side” of community transformation, which we believe would have been largely absent from the discussion if not for Anu’s contribution.

The day started with a grounding presentation that teased apart multiple challenges to discussing retreat (let alone doing it). From there, participants discussed their key takeaways from a set of case studies received in advance (See Appendix C), then spent the remainder of the morning reflecting on what makes tackling retreat so difficult. In the afternoon, the group focused on possible solutions for addressing the topic at the community- and regional-scales. (See the agenda in Appendix B.)

Throughout the day, CBI invited participants to share their developing ideas openly on camera. 24 brief reflective pieces are viewable [here](#). The ideas expressed in the videos have also been woven into this summary.

Key Themes and Lessons

The format of the meeting encouraged participants to share experiences, offer ideas and suggestions, and raise questions about retreat. We have organized a broad array of input into key themes in an attempt to capture cross-cutting concepts with some additional detail.

Words matter

As noted above, there is no recognized lexicon for talking about this issue, and most of the words currently used are insufficient and/or imprecise. A word such as “relocate” may sound accurate and practical to a government official but may conjure discriminatory policies toward marginalized groups and displacement for the sake of development and growth to local residents. The word “retreat” is also loaded with cultural resistance to loss and a sense that to retreat is “un-American.” Other terms, including transform, change, migrate, escape, leave, move, renew, or even re-create have a place in this discourse, but none seem to have a common meaning.

Takeaway: In the absence of a recognized lexicon, word choices should be made with care. Recognize the power of words and make the effort to find and use words and phrases that resonate with the person or community at hand. Explicit conversations about language are essential.

The Issue is Multi-Dimensional

Retreat is a complex topic with many angles meriting consideration, and the frame through which retreat is viewed significantly affects one’s perspective. Some important and distinct conversations about retreat are possible in at least these dimensions:

- *Scale:* Different conversations are possible at the local, regional, state, and national scale.

- *Information:* Knowledge comes from many sources: local knowledge and wisdom, local experience, science, statistics, professional expertise, and others.
- *Finance/funding:* Money may come from public or private sources, from an individual or a collective, and may be slated for individual or more coordinated retreat. Financing may be available for planning, but not implementation, and vice versa.
- *Emotion and feeling:* Loss, grief, fear, anger, stubbornness, helplessness, defiance, hope, disappointment...the list of competing and complicated emotions associated with retreat seems endless. The key point is that the reasons people choose to avoid retreat or to undertake it are not limited to cost/benefit analyses.
- *Relationships and community:* People in vulnerable neighborhoods could be multi-generational families, neighbors, friends, rivals, etc. Relationships can be the fuel that moves forward or holds back dialogue.
- *Culture and identity:* The attachment to place is different for everyone and can play a significant factor in residents' perspectives on leaving. For some, moving to another place is primarily a question of logistics, while for others, going somewhere else may mean losing (or recreating) one's identity.
- *Equity and power:* Differences in power among those who are affected calls for a justice framework. Looking at the barriers through the lens of justice reveals stark differences in individuals' capacity to adapt. Money, relationships, and systemic privilege or the lack of these things may directly influence a person or community's willingness to engage the topic. Also, a justice framework shapes the set of options that make sense because it forces the question, "Options for whom?"
- *Timeframe:* A community may feel an immediate, urgent need to retreat to avoid danger in response to a destructive event, or may recognize a need to retreat in the future but feel less of a sense of urgency or may even pass along the burden to future generations. In addition, solutions, funding, and options may be immediately available to a community or may be a tentative, far off prospect.
- *Nature and human life:* Retreat happens (or doesn't) in an ecosystem – the actions of humans affect nature, which affect humans, who react in ways that affect nature, etc.

Takeaway: It is important to approach this issue with an appreciation for its multi-dimensional nature. For example, some of the participants who work in the administration of programs that fund or otherwise administer retreat programs were especially moved by the emotional heft of Anu's performance and reflected that their work might be too myopic. There is a strong temptation to see the issue only through the frame one knows or can control.

Integrate Hearts, Hands, and Brains

There is a pressing need to integrate emotional intelligence into the analysis necessary to plan or implement managed retreat. Discussing managed retreat with people who live and work in a vulnerable place, especially if they have lived there a long time, will trigger strong emotions. This is reasonable – even predictable – and working with these emotions must be an integral part of the approach.

- Many of the people thinking about retreat are good at "the brain part," but not so good at hearts and hands.

- Assume the journey will be painful and helping/holding people through that pain is important.
- We should ask who is working on retreat and what is their skillset. Do they have emotional intelligence, empathy, and the capacity to help people through these questions?
- Visual arts and theater may communicate information more readily and deeply than words on a page. The arts offer an alternate, and often more efficient and powerful, pathway to both technical or “intellectual” information and feelings, such as connection and empathy.
- Consultants and officials need to listen. We need to hear what people are going through and develop work in the context of their experience.
- Connecting with people takes time and effort. It must be adequately resourced.
- People need a circular discussion, not a linear one. They need a place where they can sit and talk together as people rather than “participants” in a program or agenda. (The agenda-driven discussion at the meeting workshop was cited as an example of linear thinking, while the performance broke that mold.)
- Data, science, and information play a critical role, and the lack of data, especially information that is locally relevant to communities and neighborhoods, contributes to people’s reticence to talk about retreat.
- At the same time, information that is not contextually relevant, sensitive to local dynamics, and easy to understand becomes another kind of stumbling block. Data must be trusted to be useful.
- The most trusted data is the kind that is produced or informed by the community itself. Look for ways to optimize community-based monitoring to foster both community support for any action and financial support from the government.
- Visualizing science makes a difference. Maps, photo simulations, and spatial imaging tap into different kinds of intelligence and emotional connection.

Takeaway: If there is a “right” way to talk about retreat, it probably involves a deliberate attempt to connect hearts, hands, and brains. Retreat efforts should at least try to increase opportunities for empathy and emotional connection. Listening, using art, employing less linear approaches, and representing scientific information visually are a start.

Seek Equity

The impacts of climate change do not fall evenly or fairly across society. Some people are hit harder than others because of differences in capacity to adapt to changing circumstances. These result from differences in financial resources, age, support networks, language, community identity, or any number or combination of other factors. Some of these factors are just “life,” but many require a justice framework to appropriately assess and address.

- Relocation is one of the most challenging issues of our times. People need to be front and center. Human rights need to be protected in light of enormous loss of land and place.
- A legacy of displacement may be at play with whole communities, neighborhoods, or individual households.

- Many of the climate-vulnerable places in the world are also home to indigenous peoples. Keeping these communities intact should be a matter of both international and national priority.
- In cases where a community is unable to advocate appropriately for itself, agencies can help empower them. This could take the form of training in negotiation or communication or paid time to participate in community meetings, for example.

Takeaway: Applying a rights framework to coastal adaptation in general, and retreat questions in particular, is critical because the potential for infringing on human rights is so high. A thoughtful, well-designed adaptation strategy might even seek to right some of the wrongs of the past. Importantly, the failure to create and implement a managed retreat plan without using a justice framework runs the risk of having disproportionately harmful effects on communities that are least-equipped to adapt.

Work at the local level

Planning for transformation at the water's edge requires local knowledge and buy-in to be effective, but securing both is enormously challenging. The legal system that governs property ownership in the US supports decision-making at the parcel level, not the neighborhood scale, so there is little formal incentive for neighbors to band together to explore joint solutions for coordinated, whole-community transformation. Also, multi-stakeholder efforts on public matters take time and people, including community volunteers. Local people must be empowered to effectively consider and evaluate options and propose solutions if we are to avoid top-down decisions that can only come to fruition through condemnation and eminent domain. Retreat matters are also particularly complex – they require a combined understanding of local experience, scientific data, and analysis that few people know how to understand or interpret without some orientation.

- Adaptation involves both learning and collective decision-making. The knowledge base has to increase while the decision-making process moves along in parallel.
- Resources for retreat, such as buyout dollars, can be distributed unevenly if a sponsoring agency doesn't know the neighborhood and/or the community doesn't try to work together. This can lead to spotty relocations, neighborhoods that feel like "ghost towns," and unpredictable demands on public services, such as utilities and emergency vehicles.
- Many people care about what happens to their homes and property after they leave. One commonly expressed fear is that retreat is simply a mechanism for displacement and gentrification.
- Many communities have social capital that might be drawn upon to facilitate successful retreat processes. This social infrastructure, including, for example, trust among neighbors, shared experiences, and established connections, should be used and valued just as we do physical and financial infrastructure.
- If there is a history of mistrust due to community or class displacement, working at the local level is especially important and requires extra effort and skill.
- Local communities dealing with the same issues and questions should connect with each other.

- Programs can create distance between a community and an agency, which can lead to an “us/them” mentality and one group villainizing the other. Working together helps communities and agencies develop common objectives, so they can most effectively address the threat.
- The Foxbeach neighborhood on Staten Island is a model for a community-based grassroots effort of managed retreat. What worked?
 - Educated residents on resources/what happens to land after retreat
 - Customized approach (working with a variety of funding agencies instead of just one)
 - Crucial bottom-up organizing effort by community
 - Previous extreme weather events (the community was primed)

Takeaway: Ultimately managed retreat comes down to many individuals making decisions about their private property, but those individual decisions have a collective impact. This dynamic will be unique in different places, thus the need to work at the local level in order to customize the approach.

Timing dictates activity and opportunity

Sea level rise will be devastating to many places in the long run, but the threat has limited power in the present because it is a slow moving change. Storms are dramatic, but they also strike unpredictably, and are often forgotten too soon after the weather returns to “normal.”

- Timing may explain some of the differences in community outcomes on Staten Island after Hurricane Sandy. The Foxwood Beach community’s retreat process started in the immediate aftermath of Hurricane Sandy. Other, slower moving neighborhoods have struggled in comparison, with residents relocating in a piecemeal fashion.
- People have a hard time anticipating change and remembering past difficulties, but in the immediate wake of a storm, a window of opportunity can open in which people are more open to thinking and talking about managed retreat than at other times. Managers of retreat programs should institutionalize a constructive way of using this window of opportunity.
- When in crisis members of a community draw on the relationships and resources they have built during more peaceful times. Municipalities can encourage stronger social fabric in their communities so they are better prepared for tough days ahead.

Takeaway: Managed retreat programs must think about what works when. In the absence of a storm, municipalities can plan and proactively build social capital. During the crisis, the value of that social capital is tested, and strong networks tend to bolster communities’ resilience. Directly after a storm, there is a window of opportunity in which people are more willing to talk about managed retreat than at any other time. Program managers should prepare to use each timeframe effectively.

Money, money, money

Managed retreat involves a transfer of property rights or use. This change in ownership or management necessarily results in both financial burden and opportunity.

- The biggest problem for municipalities, especially small municipalities, is their desperate need to attract investment. Often, waterfront property is the most valuable land in the community, so making a deliberate choice to remove some of it from the tax rolls is a financially challenging decision.
- Different types of properties have different values. If a town or city's waterfront is filled with dense commercial or industrial development, the economic impacts of managed retreat become incredibly complex. Loss of tax revenue, loss of jobs, disconnecting transportation and utility networks, and a seemingly endless list of other considerations become part of the conversation.
- Accounting for losses and gains is hard enough when the assets at stake are structures and land with a calculable market value. But it is nearly impossible to place a value on the non-tangible aspects of living near water.
- There is little argument that managed retreat costs less than disaster recovery, but nearly all the existing resources at the federal, state, and local level are dedicated to post-disaster recovery. It's a backwards, reactive system.
- Simply put, people who are upside down in their mortgages can't leave, even if they want to do so.
- Given the scale of the problem and the lack of government resources for pre-crisis action, there is a huge opportunity for foundations to step in and fund retreat.

Takeaway: Work to shift dollars from recovery to preparation, planning, and managed retreat. It's wiser and cheaper to be proactive rather than reactive.

Inspire a paradigm shift

Retreat implies a reaction to an impending force that coastal and shoreline communities cannot withstand, but in reality, managed retreat is a proactive measure that avoids the need to react in crises later. How different would this conversation be if it were viewed in this way?

- *Looking forward – Hiraeth*, a Welsh word that invokes longing or sadness for a place left behind that can't be returned to, is an apt word for describing what some people experience when they think about retreat. Can this be turned around so people look forward to a safer tomorrow with a beautiful legacy, rather than a solemn nostalgia for what is lost?
- Managed retreat is like end-of-life planning, and we could learn from it. Few want to talk about their own mortality but doing so makes it possible for people to pass on their own terms. It also helps prevent family conflicts, financial trouble, and other losses.
- Change the focus from what will be lost to what will be passed on; for example, homes may be lost, but the community might be preserved through their joint commitment to leave behind a safe, natural space that can provide protection and beauty for all to enjoy.
- People have lived on these coasts for thousands of years and have been adapting to them throughout that time. Connect this phase of adaptation to those of the past.
- Emphasize that a different future is not necessarily a lesser future.
- Don't assume there will be antagonism, hostility, or resistance to managed retreat.

Takeaway: To bring retreat into the set of potential adaptation options, a paradigm shift may be needed from a mental framework of loss to one of legacy, protection, and wise planning for future generations.

CBI Reflections and Recommendations:

A working framework for advancing the potential for retreat as a viable adaptation strategy

The key motivation for this workshop was a deep desire to uncover or spark insights that would help CBI staff and others working with communities on retreat to do that job better. Having reflected on the lessons shared and learned at the workshop, we propose the following framework for thinking about retreat. It includes four key streams of focus, with one that cuts across the others:

IMPROVE INSTITUTIONS	IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES	BUILD AND LEVERAGE SOCIAL CAPITAL	DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS
And always: KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY			

KEEP PEOPLE FRONT AND CENTER BY SEEKING EQUITY AND JUSTICE, RESPECTING HUMAN RIGHTS, AND ACKNOWLEDGING HISTORY

The need for a justice and equity framework cuts across the four other streams of focus because institutions, tools, and engagement processes so often lose sight of the people they serve. Also, deep-seated prejudices and systems of injustice can dominate the forces that are relevant to retreat, such as land use decisionmaking, real estate and other market drivers, and traditional modes of civil discourse. We believe these forces of inequity must be actively countered. To start, we pose the question, “Does this retreat-related [institution, tool, or process] increase equity and justice?” If not, what can we adjust to tip the scale in the right direction?

IMPROVE INSTITUTIONS

The lack of sufficient institutional support for retreat leaves households, businesses, and public entities in a catch-22. If communities and property owners don’t assess, identify, and respond to their vulnerabilities, they run the risk of experiencing avoidable harm. But if they do acknowledge the elephant in the room, they paint a target on their backs with nowhere to turn for help. In the current environment, planning for retreat is disincentivized to the point that most people either avoid the topic altogether or make the rational choice to wait for a catastrophe to trigger the only kind of readily available institutional help they can get.

Some of the challenges that need to be overcome were raised at the workshop and worth enumerating here:

- There is an overwhelming focus on recovery (particularly at the federal level).
- Programs tend to be reactive rather than proactive.
- The programs that *are* proactive deal with the next storm, not chronic problems or high risk eventualities.
- Agencies use the word “resilience” instead of “adaptation,” which limits the conversation to emergency management by focusing on protection and accommodation, rather than retreat and relocation.
- FEMA’s cost-benefit analysis used for competitive grants is not helpful – it doesn’t account for non-economic factors.
- Buy-out programs can take so long and the waiting game takes a toll.
- Many states and communities do not have mitigation plans. Those that do almost universally lack plans for retreat.
- Many jurisdictions lack clear land policies that would make wise retreat possible.
- The flood insurance program incentivizes people to stay in vulnerable places. Subsidies to the program mask the true cost of disaster recovery.
- There is a lack of internal coordination among agencies that might help (FEMA, HUD, NRCS, etc.).

Institutional change is arduous, but there are some approaches we can take to better connect with the scattershot institutional resources that currently exist and facilitate the bigger changes that must necessarily come in the future. As a community of practice, we can **share what we know about the institutional responses communities have received to date**. We can identify the agencies, foundations, and other entities that are helping and how. We can demonstrate precedent, start to develop some ideas around best practices, and otherwise build an argument for institutional support by **documenting and sharing data, including the stories** of communities in transformation. These records can illustrate the obstacles people face and the creative approaches taken to overcome them.

Retreat efforts can build on the environmental planning world’s current emphasis on **adaptive management**, which encourages experimentation, monitoring, and adjustment over time. We can encourage communities to **use vulnerability analysis** to identify both safe areas and priority areas for retreat. Institutions that currently administer buyout programs can be encouraged to **evaluate the role of eminent domain** with an eye to cost, safety, political viability, social interests, and equity considerations. Municipalities may avoid the most challenging aspects of a retreat conversation in the future by **supporting policies that prohibit development on vulnerable land** and **identifying potential sites for relocation**, even when a community has not yet committed to the concept of retreat.

In all attempts to work on retreat from any angle, we can **model and demand commitment to equity and justice** in institutional decision-making. We can communicate to institutions that doing this right **requires partnership with local communities**. We can stress that it takes an enormous amount of work and commitment from the people on the ground and seek ways to **compensate or at least acknowledge the dedication of local people** who give up their evenings

for stakeholder meetings and spend their own social capital getting neighbors engaged and involved. We can **engage diverse actors, such as universities, hospitals, and private sector stakeholders** to complement agency resources and solicit them for more.

And, given the reality of an institutional void, we can **acknowledge that reform is necessary, but not sufficient, so we must not be paralyzed into doing nothing.**

IMPROVE EXISTING FINANCING AND FUNDING TOOLS AND INVENT NEW ONES

Transferring property from its current owners to future owners (including public institutions) is ultimately a transaction. It is a process that will benefit tremendously from more creative and more sophisticated tools than available today. Currently, for example, cost-benefit analysis frameworks inadequately address equity and justice concerns. The existing institutional resources primarily fund recovery efforts (FEMA), or inappropriately incentivize risk (National Flood Insurance Program). The burden to figure out the financial aspects of managed retreat falls almost entirely to the individual property owners and municipalities, who tend to have the least exposure to creative financing mechanisms.

We should **catalogue the tools that currently exist and track results when they are used.** The catalog would list and define specific tools, such as transferable development rights, housing swaps, impact fees, re-zoning approaches, etc. A description of the differences among a range of municipal, state, and federal buy-out programs would reveal customized approaches to match with certain communities. Inefficient or non-productive funding sources, such as flood insurance, could be reallocated if stakeholders and the public had a better understanding of the landscape of financing tools available.

Some **intermunicipal agreements** might be made between the communities people are retreating from and the communities to which they are relocating. Communities should **fold managed retreat into their economic development strategies**, such as eco-tourism, re-development, or density goals. Buy-out programs and other approaches could also be better aligned with community goals if they were **developed collaboratively, with community members at the table.** In general, **partnerships need to develop with municipalities, homeowner associations, and financial gurus and institutions** to think creatively about new tools. For example, banks should **explore ways to absorb upside-down mortgages** to create more opportunity for municipal buyouts. This could be done through a collaborative process with bank representatives, upside-down mortgage holders, and municipal officials.

BUILD AND LEVERAGE SOCIAL CAPITAL

We need institutions and financial mechanisms to make community transformation possible, but we need strong social capital to make it probable. Even if we could wave a magic wand and resolve all the financial issues today, the communities with large reserves of social capital would still be better positioned to manage the range of social, emotional, psychological, and community cohesion issues intrinsic to community transformation.

Building social capital with the specific intent to make a community more adaptive to climate impacts leads to **specific strategies that both encourage dense social networks and educate about real risks**. This approach is important because strong communities will only use their social capital to explore retreat if they believe it is in their best interest. Municipalities can also create a **culture of collaboration by engaging the public in public processes** like participatory budgeting or community consultations on land use and zoning. These activities build the collective capacity of community members to wrestle with difficult decisions and trade-offs that satisfy multiple interests. People who understand the risks posed by climate change **should work to raise the collective consciousness through various media**. The more these efforts can be paired with **strategies to create connections among neighbors and fellow citizens**, the more they can serve the dual purpose of strengthening community bonds and education. Efforts to build social capital that can be leveraged for climate related decision-making should **prioritize trust building among various actors in the community**, including businesses, municipal government, civic associations, and individuals in vulnerable locations. When people know each other and have had positive experiences working together in the past, they are more likely to engage productively with each other in the future. Thus, **having fun, performing service, and working collaboratively as a community** all build social capital in ways that can be leveraged for productive, community-based decision-making around climate adaptation in the future – especially on the difficult topic of retreat.

DESIGN PROCESSES THAT ENGAGE MINDS, HANDS, AND HEARTS

Even with all the right resources and relationships in place, we are left with a plethora of *how* questions to answer. How are people first approached on the topic of retreat? What information do they need and how will they get it? How can their emotional needs be met? How can the process increase the likelihood that equitable, just decisions are made? How do we know who should be involved in the decision-making? When is the right time to address risks? The list goes on.

We have enumerated dozens of reasons why, for so many, “retreat is not an option.” But in spite of the challenges that compel communities to disregard or delay consideration of retreat as an option, we believe a good process might open new doors.

The following distinct ideas or suggestions strike us as worthy of experimentation.

1. **Engage communities in joint problem-solving.** Unfortunately, adaptation planning can so quickly devolve into an “Us vs. Them” fight between residents and the municipality. The city or town becomes the big, bad wolf trying to “force people out of their homes,” when, in reality, the affected residents and businesses are in it together with the municipality. They have many shared problems, including the reality that the loss of land and property has a direct negative impact on everyone – households have to relocate; businesses lose sales and, potentially, infrastructure; and the city loses property taxes and potentially tourist attractions. The municipality also often holds property rights along the coast, which they must also give up or dedicate to other uses. If municipalities, households, and businesses could see their situation as a shared predicament, they might be able to work together more creatively to develop shared solutions.

2. **Increase the opportunity for equitable solutions by building the negotiation and self-advocacy capacity of underrepresented or historically marginalized groups.** In addition, employ engagement methods that facilitate participation for all, including translation services, changing meeting times and locations to accommodate specific populations, providing childcare and meals, etc.
3. **Use art in many forms and for a variety of functions.** Use art to help affected parties express what they are going through. Use art to help those who are not affected to increase their empathy. Use art to create hypothetical scenarios or simulations that can abstract issues from the immediate challenges. Use art to teach complex topics, such as climate modeling, land subsidence, vulnerability analysis, and more.
4. **Anticipate and plan for the opportunities and attention that exist during the window of opportunity immediately following a disaster.** Make sure there is a process in place for people who are looking for a way to avoid being hurt again.
5. **Model the engagement process on end-of-life planning,** which approaches a similarly difficult question about an unavoidable future in a way that dignifies the transformation and puts the decisions about that change of state in the hands of the person who will experience it.
6. **Create strong partnerships** with a variety of people and institutions that can support the affected communities, including public agencies, foundations, technical experts, professionals with grief and loss expertise, artists, etc. Form public/private partnerships that can endure after a specific decision-making process has been completed.
7. **Consider the scalability and replicability of any process to another.**

What's Next?

At the conclusion of the workshop, nearly all participants expressed interest in continuing the conversation. CBI has since convened a climate retreat work group, which is currently open to all attendees of the workshop and will be opened more broadly in the future. This group met in February 2016 and again in May. We plan to continue to meet every other month to further explore what retreat might look like in different places by identifying and developing actionable ideas and building a community of practice. The work group has identified the following priority areas for exploration:

- Practical solution generation – solutions, ideas, programs, strategies, tools, and resources communities are currently using
- Language – what language should be used when dealing with “retreat”?
- Leading community conversations – facilitating community-based, public conversations about retreat-related risk management
- Arts – how can arts and performance help engage people with retreat?
- Real world challenges – discussion of challenges, needs, and problems in order to collectively problem-solve
- Leadership – fostering and finding community leadership

This summary is available on CBI's website, www.cbuilt.org.

Appendix A: [Participant Bios](#)

Appendix B: [Workshop Agenda](#)

Appendix C: [Case Studies](#)

From: Goeglein, Tim
Sent: 5 Oct 2017 21:04:13 +0000
To: Gibbs, John
Cc: Brannon, Ashley
Subject: RE: Following up / Gibbs HUD meeting FOR THE SCHEDULE

Superb!

C u then pal

Tsg
+

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, October 05, 2017 5:00 PM
To: Goeglein, Tim
Cc: Brannon, Ashley
Subject: RE: Following up / Gibbs HUD meeting

Tim, we're on. It's in the calendar. Please come to the North Entrance on the corner of 7th and D St.
Address is: 451 7th St. SW.

Looking forward to it,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Goeglein, Tim [mailto:Tim.Goeglein@fotf.org]
Sent: Thursday, October 05, 2017 2:49 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Brannon, Ashley <Ashley.Brannon@fotf.org>; Goeglein, Tim <Tim.Goeglein@fotf.org>
Subject: Following up / Gibbs HUD meeting

Superb; great

May I come see you at HUD for a coffee meeting?

How about

X Friday, November 3rd at 1:30 p.m.?

Warm regards, John,

Tsg

+

From: Gibbs, John [<mailto:John.Gibbs@hud.gov>]
Sent: Thursday, October 05, 2017 9:26 AM
To: Goeglein, Tim
Subject: RE: Following up / Gibbs HUD meeting

Great. How does Thu 11/2 or Fri 11/3 work? Safe travels.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Baietti, Joseph A
Sent: 3 Aug 2017 15:22:19 +0000
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl; Gibbs, John
Subject: FW: Managed Retreat Scoping Meeting
Attachments: Map-GCC.DOCX, Managed Retreat Working Meeting Agenda .docx

-----Original Appointment-----

From: Baietti, Joseph A
Sent: Tuesday, June 27, 2017 5:13 PM
To: Baietti, Joseph A; Jessica Grannis; Buelow, Tedd - RD, Washington, DC; Sherri Brokopp Binder; Greer, Alex; Shana Udvardy; Victoria Herrmann; Staudt, Amanda; Allen, David; Geller, Laurie; Warden, Toby M; Kreidler, Heather L.; sspector@ddcf.org; RobertF@RPA.ORG; chulet@cbuilding.org; bbrooks@cbuilding.org; kristin.marcell@dec.ny.gov; Arigoni, Danielle M
Cc: Rachel Cleetus; Astrid Caldas; Kristina Dahl
Subject: Managed Retreat Scoping Meeting
When: Thursday, August 03, 2017 3:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Georgetown University Law Center: RM 420 in the Williams Law Library

Join from PC, Mac, Linux, iOS or Android: <https://georgetown.zoom.us/j/344372505>

Or join by phone: Dial in: (866) 299-7945; Access code:

The library is on the corner of 2nd Avenue, NW and Massachusetts (a couple blocks down from Union Station). A map of the campus is attached. Just a reminder, Georgetown Law Center is not Georgetown proper but instead the Law Center is located over by Union Station. The room seats 25 so please feel free to forward this invite to folks you think may want to join.

I would also like to start sourcing some agenda items. Please email me individually with items you would like to discuss during this meeting.

Looking forward to meeting with you all soon!

Best,
Joey

Georgetown Climate Center, In the Williams Law Library



Managed Retreat Working Meeting Agenda

Thursday, August 3, 3:00 PM – 4:30 PM EST
Georgetown University Law Center, Room 420
Dial-in: 866-299-7945; Access Code: 4345789

- | | |
|---|------------|
| 1. Welcome and introductions | 5 minutes |
| 2. Rising Seas Report presentation from the Union of Concerned Scientists | 25 minutes |
| 3. Group report out on current work with managed retreat and relocation | 25 minutes |
| 4. Open discussion | 25 minutes |
| 5. Wrap-up/Next steps | 10 minutes |

From: Harvard Joint Center for Housing Studies
Sent: 29 Sep 2017 13:35:17 +0000
To: Gibbs, John
Subject: Next Week: Urban Development in New York with Toll Brothers Exec.



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Joint Center for Housing Studies of Harvard University

Next Thursday, October 5 @ Noon



Development and Redevelopment in the New York City Mar

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

In this talk, [Fred Cooper](#), Senior Vice President of Finance, International Development, and Investor Relations at [Toll Brothers, Inc.](#), one of the nation's largest developers, will discuss company's urban development strategy and will share some of the lessons he has learned several decades of work in New York City and other urban centers.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Friday, October 6 @ Noon



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Joint Center Postdoctoral Fellow [Hyojung Lee](#) will report on a recent study he conducted with Raphael W. Bostic that uses the Community Reinvestment Act as a case study to examine the unintended consequences of regulation. The study found that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

HUD-17-0392-H-000271

For a full list of our upcoming events,
please visit our [Event Calendar](#).



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

This email was sent to john.gibbs@hud.gov

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Harvard Joint Center for Housing Studies · 1 Bow Street · Suite 400 · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 20 Oct 2017 13:29:05 +0000
To: Gibbs, John
Subject: CORRECTION: Today @ Noon: Landlords & Neighborhood Disinvestment [+Livestream]



Forward



Twitter



Share



Share



Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Cambridge, MA

In this presentation, [Adam Travis](#), a doctoral student in Sociology and Social Policy, will discuss whether the liability protections afforded by LLC ownership reduce landlords' incentives to adequately maintain their properties. Findings suggest that housing disrepair increases when properties transition from individual to LLC ownership.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

October 26 @ 4:15 (Harvard Kennedy School)



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Darman Room, Taubman Building, Harvard Kennedy School, 15 Eliot St., Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

For a full list of our upcoming events,
please visit our [Event Calendar](#).



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

This email was sent to john.gibbs@hud.gov

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Stephen Walters
Sent: 10 Oct 2017 20:47:22 +0000
To: Gibbs, John; Hobbs, Benjamin R
Cc: Byrd, David J
Subject: RE: Introduction

10 or 11 would be easier for me, too, but I'm fine at 8:30 – just let me know what's best on your end.
Thanks!
S.

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 4:46 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 AM would be more convenient, but I'm concerned we could have a follow-on meeting to our 9:45 AM meeting as we often do. 11 AM might also work, but I thought it'd be cutting it too close to the 1 PM McCloskey talk. So just to be safe, I chose 8:30 AM instead.

I'll send out an invite.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:40 PM
To: Stephen Walters <SWalters@loyola.edu>; Gibbs, John <John.Gibbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

8:30am works, but we could also do 10am. Might be easier, I know it would be for me.

John, can we use CPD's conference room and can you send a meeting invite?

- Ben

Ben Hobbs
Office: 202-402-5025
Cell: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 4:07 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Let's aim for 8:30 on 10/25. As the date approaches, just let me know if that's still OK and where you want me to be. My cell is (b)(6) in case plans have to change on the fly.

Thanks! Looking forward to it.

Best,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 3:24 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. We have a meeting that morning around 9:45, so if early would be OK, 8 AM or 8:30 AM would give us a rich time window. We could do 9 if we're OK with having a little less time. Please let me know your preference.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 2:30 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

I could pass through DC the morning of 10/25, with a meeting at GMU scheduled at 1 pm. So would be happy to stop by for a chat en route. Would that be possible?

Thanks,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 2:21 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Prof. Walters,

Thank you for your email and it's good to hear from you again.

I won't be attending the McCloskey talk, but hope to touch base when you're in town. What days and times work for you?

Look forward to connecting,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Monday, October 09, 2017 12:16 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Dear John, Ben, and David:

Sorry to be out of touch! Once the semester starts, I lose track of a lot of things.

I'm writing because I'll be making a pilgrimage to hear Deirdre McCloskey at George Mason on Wed., 10/25 at 5 pm, and I'm wondering if any of you will be there at the talk. If not, another possibility is to touch base for coffee or a brief chat on my way through DC.

In any case, hope all is well on your end. Best,
Steve

Stephen J.K. Walters
Professor of Economics, Loyola University Maryland
410-617-2313 and swalters@loyola.edu

Boom Towns: Restoring the Urban American Dream is available now from Stanford University Press at <http://www.sup.org/book.cgi?id=21963>

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Monday, June 26, 2017 3:33 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Prof. Walters,

Thank you for your response. I've just read your paper on "Unions and the Decline of US Cities", and being a native Michigander, was intrigued. I'm very interested in the science of creating capital inflows into forgotten areas.

I look forward to connecting once you're back in the area.

Have a great time at the conference and on your vacation.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Friday, June 23, 2017 3:53 PM
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Cc: Gibbs, John <John.Gibbs@hud.gov>; Byrd, David J <David.J.Byrd@hud.gov>
Subject: Re: Introduction

Many thanks, Ben, and hello to John and David.

I'm on the West Coast right now, attending the Western Econ Ass'n meetings in San Diego through the 29th, and then my wife and I will vacation in Big Sky country a couple of weeks before we return to Baltimore on 7/18. After that, I'm very flexible and would love to meet up for lunch or something and learn what's on everyone's agenda, and how I might help.

Best regards,

Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

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To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
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Have A Great Weekend,

Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Stephen Walters
Sent: 10 Oct 2017 18:29:55 +0000
To: Gibbs, John;Hobbs, Benjamin R
Cc: Byrd, David J
Subject: RE: Introduction

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Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 18 Oct 2017 13:00:15 +0000
To: Gibbs, John
Subject: Friday @ Noon: Landlords & Neighborhood Disinvestment
[+Livestream]



Forward



Twitter



Share



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Joint Center for Housing Studies of Harvard University

This Friday, October 20 @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Cambridge, MA

In this presentation, [Adam Travis](#), a doctoral student in Sociology and Social Policy, will discuss whether the liability protections afforded by LLC ownership reduce landlords' incentives to adequately maintain their properties. Findings suggest that housing disrepair increases when properties transition from individual to LLC ownership.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

October 26 @ 4:15 (Harvard Kennedy School)



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Darman Room, Taubman Building, Harvard Kennedy School, 15 Eliot St., Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

For a full list of our upcoming events,
please visit our [Event Calendar](#).



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

This email was sent to john.gibbs@hud.gov

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 20 Oct 2017 13:00:27 +0000
To: Gibbs, John
Subject: Tomorrow @ Noon: Landlords & Neighborhood Disinvestment
[+Livestream]



Forward



Twitter



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Joint Center for Housing Studies of Harvard University

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Stephen Walters
Sent: 25 Oct 2017 19:28:01 +0000
To: Gibbs, John
Subject: Re: Introduction

Great to visit with you guys today, John. Look forward to talking and learning more.
Best,
Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Gibbs, John <John.Gibbs@hud.gov>
Sent: Wednesday, October 25, 2017 9:34:46 AM
To: Stephen Walters
Subject: RE: Introduction

Yes, that's correct. Please come to the South Entrance. See you shortly!



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Wednesday, October 11, 2017 9:15 AM
To: Gibbs, John <John.Gibbs@hud.gov>
Subject: RE: Introduction

Perfect!
I assume this is the address I should punch into my GPS:
451 7th St SW, Washington, DC 20410
Very much looking forward to it. Best,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 4:54 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

11 it is then. Looking forward to it.



John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R

Sent: Tuesday, October 10, 2017 4:53 PM

To: Gibbs, John <John.Gibbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

10 or 11 works

Ben Hobbs

Office: 202-402-5025

Cell: (b)(6)

From: Gibbs, John

Sent: Tuesday, October 10, 2017 4:52 PM

To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

Great. Ben, are you OK for 11? If so, we'll do it then since that's better for folks.



John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]

Sent: Tuesday, October 10, 2017 4:47 PM

To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

10 or 11 would be easier for me, too, but I'm fine at 8:30 – just let me know what's best on your end.
Thanks!
S.

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 4:46 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 AM would be more convenient, but I'm concerned we could have a follow-on meeting to our 9:45 AM meeting as we often do. 11 AM might also work, but I thought it'd be cutting it too close to the 1 PM McCloskey talk. So just to be safe, I chose 8:30 AM instead.

I'll send out an invite.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:40 PM
To: Stephen Walters <SWalters@loyola.edu>; Gibbs, John <John.Gibbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

8:30am works, but we could also do 10am. Might be easier, I know it would be for me.

John, can we use CPD's conference room and can you send a meeting invite?

- Ben

Ben Hobbs
Office: 202-402-5025
Cell: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 4:07 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Let's aim for 8:30 on 10/25. As the date approaches, just let me know if that's still OK and where you want me to be. My cell is 410-963-6154 in case plans have to change on the fly.

Thanks! Looking forward to it.

Best,

Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 3:24 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. We have a meeting that morning around 9:45, so if early would be OK, 8 AM or 8:30 AM would give us a rich time window. We could do 9 if we're OK with having a little less time. Please let me know your preference.



John Gibbs

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U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

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U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 6 Oct 2017 12:58:44 +0000
To: Gibbs, John
Subject: Today @ Noon: The Consequences of Regulation (+ Livestream)



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Joint Center for Housing Studies of Harvard University

Today @ Noon (with Livestream)



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

In this talk, [Hyojung Lee](#), a Joint Center postdoctoral fellow, will discuss a recent study showing that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' Community Reinvestment Act assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

This event will also be [livestreamed on Twitter](#).

Next Wed, Oct 11 @ 12:30 (Harvard GSD)



Lease Purchase: A New Path to Homeownership

Wednesday, October 11, 12:30 pm

Harvard Graduate School of Design, Gund Hall, Room 109

In this talk, William Young, CEO of [Home Partners America](#), will discuss his company's unique program, which allows people to lease a home they are interested in, with the option to eventually purchase it. Young will describe how the program works and how it provides an alternative yet sustainable path to homeownership.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

Friday, October 20, 12:00 pm, Harvard Joint Center for Housing Studies

[The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment](#)

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 14 Nov 2017 17:12:59 +0000
To: Gibbs, John
Subject: Today @ MIT - 6:00 pm: What is the future of global suburbia?



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Joint Center for Housing Studies of Harvard University

Today @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

City Arena, Second Floor, Building 9-255, MIT, 105 Mass. Ave., Cambridge

What is the future of global suburbia? A new collection of essays looks at emergent trends in suburban design and development around the world. [Alan M. Berger](#), Professor at MIT, and [Kotkin](#), Professor at Chapman University, edited the book and will be joined by [David Lubeck](#), Deputy Director of the Joint Center, for a far-reaching conversation about the future of suburban development.

This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

This Friday @ Noon (JCHS)



The Changing Nature of First-Time Homebuyers, 1997-2015

Friday, November 17, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, Joint Center Research Assistant [Shannon Rieger](#) will discuss the characteristics of today's first-time homebuyers and how the profile of these buyers has shifted over the past decades.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Coffee & dessert will be provided.



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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Stephen Walters
Sent: 23 Jun 2017 19:52:43 +0000
To: Hobbs, Benjamin R
Cc: Gibbs, John; Byrd, David J
Subject: Re: Introduction

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Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Sent: Friday, June 23, 2017 3:20 PM
To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
Subject: Introduction

Stephen,

I'd like to introduce you to my two colleagues in HUD's Community Planning and Development office, John Gibbs and David Byrd. I think your work most closely aligns with their office's focus. I've sent David and John a link to your book, "Boom Towns", and your profile page at Loyola. Both thought an introduction would be useful. I'll let you guys take it from here if you want to have a phone call or even meet in person since you are sometimes down in the DC area.

Please let me know if you're ever in town, I too would like to grab lunch.

If there are other offices or initiatives being undertaken at HUD that you would like connected with, please let me, John, and David know.

Have A Great Weekend,
Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 15 Sep 2017 15:39:31 +0000
To: Gibbs, John
Subject: Next Friday, September 22 @ Noon: Housing Trajectories After Incarceration + Livestream



Forward



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Joint Center for Housing Studies of Harvard University

Friday, September 22 @ Noon



Housing Trajectories After Conviction and Incarceration

Friday, September 22, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Harvard doctoral student [Brielle Bryan](#) will discuss whether felony conviction *without incarceration* leads to housing instability patterns similar to those experienced by former inmates. The results of her research suggest that, like formerly incarcerated individuals, never-incarcerated former felons (the approximately 12 million Americans who have been convicted of felonies but have not served time in prison) experience an elevated risk of housing instability and that these effects appear to be greater for women than for men.

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Friday, October 6, 12:00 pm, Harvard Joint Center for Housing Studies

[Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act](#)

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

Friday, October 20, 12:00 pm, Harvard Joint Center for Housing Studies

[The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment](#)

For a full list of our upcoming events,
please visit our [Event Calendar](#).





The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

This email was sent to john.gibbs@hud.gov

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 7 Sep 2017 16:18:20 +0000
To: Gibbs, John
Subject: Tomorrow @ Noon: The State of US Housing + Livestream



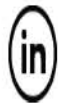
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Joint Center for Housing Studies of Harvard University

Tomorrow @ Noon



The State of US Housing

Friday, September 8, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

Join us tomorrow as [Daniel McCue](#), a senior research associate at JCHS, kicks off this year's [Housing Research Seminar Series](#), with a look at the state of housing in the US.

As our most recent [State of the Nation's Housing](#) report suggests, the national housing market has, by many measures, returned to normal. Most notably, housing demand, home prices, construction volumes are all on the rise while the number of distressed homeowners has fallen sharply. However, along with strengthening demand, extremely tight housing supply is pushing up costs and adding to concerns about affordability, particularly for the 19 million US households that paid more than half of their incomes for housing.

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Saturday, September 9, Brandeis University

For a full list of our upcoming events,
please visit our [Event Calendar](#).



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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 17 Nov 2017 14:36:22 +0000
To: Gibbs, John
Subject: TODAY @ Noon: The Changing Nature of First-Time Homebuyers
[+Livestream]



Forward



Tweet



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Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



The Changing Nature of First-Time Homebuyers, 1997-2015

Friday, November 17, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

For our final research seminar of 2017, [Shannon Rieger](#), a research assistant at the Center will discuss the characteristics of today's first-time homebuyers and how the profile of these buyers has shifted over the past two decades.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Coffee & dessert will be provided.



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 24 Oct 2017 18:40:19 +0000
To: Gibbs, John
Subject: This Thursday @ HKS: Urban Revitalization in Atlanta



Forward



Tweet



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Joint Center for Housing Studies of Harvard University

This Thursday @ Harvard Kennedy School



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Bell Hall, Belfer Building, Harvard Kennedy School, 79 JFK Street, Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

Next Friday, November 3 @ Noon (JCHS)



Residential Mobility, Housing, and Pathways of Urban Inequality Greater Los Angeles

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy, and [Robert Sampson](#), professor of Social Sciences, will introduce preliminary findings from a study on residential mobility in Greater Los Angeles that tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that remain poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

For a full list of our upcoming events,
please visit our [Event Calendar](#).



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 2 Nov 2017 14:10:14 +0000
To: Gibbs, John
Subject: SAVE THE DATE: America's Rental Housing - New report to be released Dec 14 in Washington, DC



Joint Center for Housing Studies of Harvard University

SAVE THE DATE

America's Rental Housing report
to be released December 14

The Newseum, Washington, DC



The Harvard Joint Center for Housing Studies will release its 2017 America's Rental Housing report with an event and **live webcast** from **The Newseum** in Washington, DC on

Thursday, December 14.

Demand for rental housing in the US has grown over the past decade, with a particular increase in demand from older adults and high-income households. Tight rental markets, however, present challenges for low- and moderate-income renters who face rising rents, low vacancy rates, and widespread cost burdens. Our 2017 report shows that addressing the challenges facing renters—particularly low-income renters—requires bold leadership and hard choices from both the public and private sectors.

Registration & speaker information coming soon.

Add to [iCalendar](#) • [Google Calendar](#) • [Outlook](#) • [Outlook Online](#) • [Yahoo! Calendar](#)



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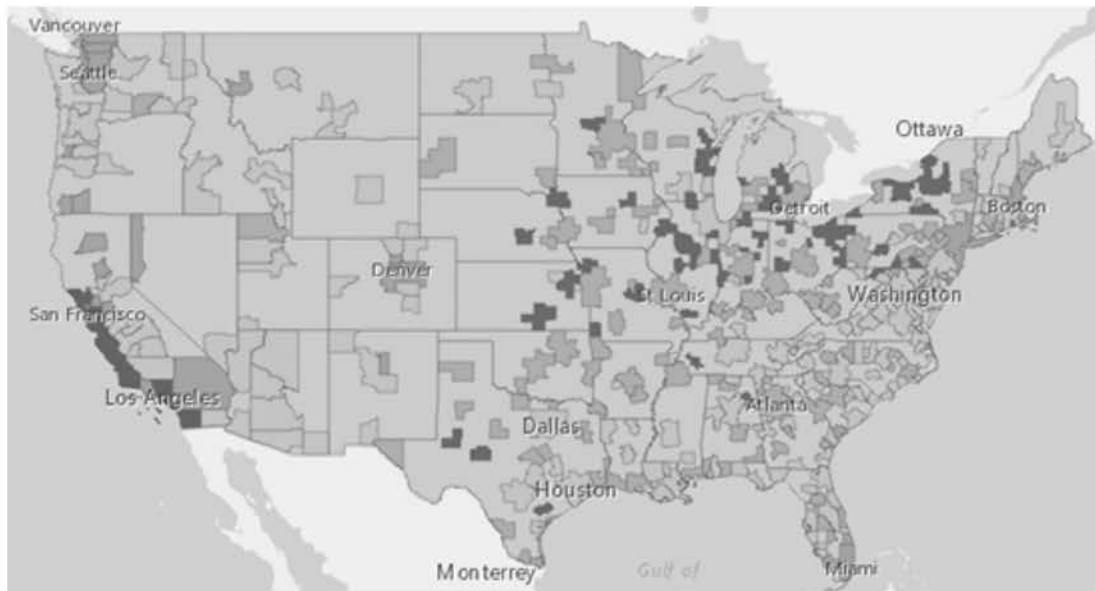
Harvard Joint Center for Housing Studies · 1 Bow Street · Suite 400 · Cambridge, MA 02138 · USA

From: Joint Center for Housing Studies
Sent: 31 Aug 2017 20:35:54 +0000
To: Gibbs, John
Subject: Upcoming Research Seminar: The State of the Nation's Housing in 2017



JOINT CENTER FOR HOUSING STUDIES OF HARVARD UNIVERSITY

Friday, September 8 @ the Harvard Joint Center for Housing Studies



The State of the Nation's Housing in 2017

with **Daniel McCue**, Senior Research Associate, Harvard Joint Center for Housing Studies

Friday September 8, 2017 @ 12:00pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This research seminar will be live streamed on Twitter

A decade after the onset of the Great Recession, the national housing market has, by many measures, returned to normal, according to the 2017 State of the Nation's Housing report, which was released by the Joint Center earlier this year. In this brown-bag lunch, the first in the Joint Center's fall [Housing Research Seminar Series](#), Daniel McCue, a senior research associate at the Center who oversaw the report's production, will discuss some of the report's key findings. Most notably, the report found that housing demand, home prices, and construction volumes are all on the rise while the number of distressed homeowners has fallen sharply. However, along with strengthening demand, extremely tight supplies of both for-sale and for-rent homes are pushing up housing costs and adding to ongoing concerns about affordability, particularly for the nearly 19 million US households that paid more than half of their incomes for housing.

Bring your lunch; desserts & coffee will be provided.

This talk is part of the Center's ongoing [Housing Research Seminar Series](#), which gives faculty, senior researchers, and graduate students the opportunity to present and discuss current and recent work with a mix of scholars and practitioners.





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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Cameron Spencer
Sent: 1 Aug 2017 12:54:24 -0400
To: Gibbs, John
Subject: MAGA

Hey John,

I wanted to apologize for not being able to meet up with you and Emma last week. It was crazy with the vote-a-rama and everything going on with healthcare. Also, It was definitely great to meet you and talk some politics.

You can't talk to enough Trump supporters up here. Interesting shake-up at the White House this past week with Priebus out and Mooch getting the boot after 10 days. Everything happens for a reason, and I'm incredibly optimistic about these changes. Let's get together again soon and look forward to hearing from you.

-Best,

--

Cameron Spencer
Class of 2016 at Clemson University
csspenc@g.clemson.edu | 864-419-6814

From: Harvard Joint Center for Housing Studies
Sent: 26 Oct 2017 16:49:50 +0000
To: Gibbs, John
Subject: This Afternoon @ HKS: Urban Revitalization in Atlanta



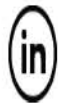
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Joint Center for Housing Studies of Harvard University

Today @ Harvard Kennedy School



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Bell Hall, Belfer Building, Harvard Kennedy School, 79 JFK Street, Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

Next Friday, November 3 @ Noon (JCHS)



Residential Mobility, Housing, and Pathways of Urban Inequality Greater Los Angeles

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy, and [Robert Sampson](#), professor of Social Sciences, will introduce preliminary findings from a study on residential mobility in Greater Los Angeles that tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that remain poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

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From: Harvard Joint Center for Housing Studies
Sent: 10 Oct 2017 19:11:27 +0000
To: Gibbs, John
Subject: Tomorrow @ 12:30 pm: Is Lease-to-Own a Sustainable Path to Homeownership?



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Joint Center for Housing Studies of Harvard University

Tomorrow @ 12:30 (Harvard GSD)



Lease Purchase: A New Path to Homeownership

Wednesday, October 11, 12:30 pm

Harvard Graduate School of Design, Gund Hall, Room 109

In this talk, William Young, CEO of [Home Partners America](#), will discuss his company's unique program, which allows people to lease a home they are interested in, with the option to eventually purchase it. Young will describe how the program works and how it provides an alternative yet sustainable path to homeownership.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Next Friday, October 20 @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Cambridge, MA

In this presentation, [Adam Travis](#), a doctoral student in Sociology and Social Policy, will discuss whether the liability protections afforded by LLC ownership reduce landlords' incentives to adequately maintain their properties. Findings suggest that housing disrepair increases when properties transition from individual to LLC ownership.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Thursday, November 2, 3:30 pm, Aldrich Hall 211, Harvard Business School

[Transforming a City: Leading Change in Urban Sri Lanka](#)

HUD-17-0392-H-000337

For a full list of our upcoming events,
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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Stephen Walters
Sent: 11 Oct 2017 13:14:48 +0000
To: Gibbs, John
Subject: RE: Introduction

Perfect!

I assume this is the address I should punch into my GPS:
451 7th St SW, Washington, DC 20410
Very much looking forward to it. Best,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 4:54 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

11 it is then. Looking forward to it.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:53 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 or 11 works

Ben Hobbs
Office: 202-402-5025
Cell: 202-710-0375

From: Gibbs, John
Sent: Tuesday, October 10, 2017 4:52 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. Ben, are you OK for 11? If so, we'll do it then since that's better for folks.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 4:47 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 or 11 would be easier for me, too, but I'm fine at 8:30 – just let me know what's best on your end.
Thanks!
S.

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 4:46 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 AM would be more convenient, but I'm concerned we could have a follow-on meeting to our 9:45 AM meeting as we often do. 11 AM might also work, but I thought it'd be cutting it too close to the 1 PM McCloskey talk. So just to be safe, I chose 8:30 AM instead.

I'll send out an invite.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:40 PM
To: Stephen Walters <SWalters@loyola.edu>; Gibbs, John <John.Gibbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

8:30am works, but we could also do 10am. Might be easier, I know it would be for me.

John, can we use CPD's conference room and can you send a meeting invite?

- Ben

Ben Hobbs
Office: 202-402-5025
Cell: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 4:07 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Let's aim for 8:30 on 10/25. As the date approaches, just let me know if that's still OK and where you want me to be. My cell is 410-963-6154 in case plans have to change on the fly.

Thanks! Looking forward to it.

Best,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 3:24 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. We have a meeting that morning around 9:45, so if early would be OK, 8 AM or 8:30 AM would give us a rich time window. We could do 9 if we're OK with having a little less time. Please let me know your preference.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 2:30 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

I could pass through DC the morning of 10/25, with a meeting at GMU scheduled at 1 pm. So would be happy to stop by for a chat en route. Would that be possible?

Thanks,
Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Tuesday, October 10, 2017 2:21 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Prof. Walters,

Thank you for your email and it's good to hear from you again.

I won't be attending the McCloskey talk, but hope to touch base when you're in town. What days and times work for you?

Look forward to connecting,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Monday, October 09, 2017 12:16 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Dear John, Ben, and David:

Sorry to be out of touch! Once the semester starts, I lose track of a lot of things.

I'm writing because I'll be making a pilgrimage to hear Deirdre McCloskey at George Mason on Wed., 10/25 at 5 pm, and I'm wondering if any of you will be there at the talk. If not, another possibility is to touch base for coffee or a brief chat on my way through DC.

In any case, hope all is well on your end. Best,
Steve

Stephen J.K. Walters
Professor of Economics, Loyola University Maryland
410-617-2313 and swalters@loyola.edu

Boom Towns: Restoring the Urban American Dream is available now from Stanford University Press at <http://www.sup.org/book.cgi?id=21963>

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Monday, June 26, 2017 3:33 PM

To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Prof. Walters,

Thank you for your response. I've just read your paper on "Unions and the Decline of US Cities", and being a native Michigander, was intrigued. I'm very interested in the science of creating capital inflows into forgotten areas.

I look forward to connecting once you're back in the area.

Have a great time at the conference and on your vacation.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Friday, June 23, 2017 3:53 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Gibbs, John <John.Gibbs@hud.gov>; Byrd, David J <David.J.Byrd@hud.gov>
Subject: Re: Introduction

Many thanks, Ben, and hello to John and David.

I'm on the West Coast right now, attending the Western Econ Ass'n meetings in San Diego through the 29th, and then my wife and I will vacation in Big Sky country a couple of weeks before we return to Baltimore on 7/18. After that, I'm very flexible and would love to meet up for lunch or something and learn what's on everyone's agenda, and how I might help.

Best regards,

Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210

office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Sent: Friday, June 23, 2017 3:20 PM
To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
Subject: Introduction

Stephen,

I'd like to introduce you to my two colleagues in HUD's Community Planning and Development office, John Gibbs and David Byrd. I think your work most closely aligns with their office's focus. I've sent David and John a link to your book, "Boom Towns", and your profile page at Loyola. Both thought an introduction would be useful. I'll let you guys take it from here if you want to have a phone call or even meet in person since you are sometimes down in the DC area.

Please let me know if you're ever in town, I too would like to grab lunch.

If there are other offices or initiatives being undertaken at HUD that you would like connected with, please let me, John, and David know.

Have A Great Weekend,

Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: stevenhough@gmail.com on behalf of Steven Hough
Sent: 17 Jul 2017 21:05:00 -0400
To: Gibbs, John
Subject: Saturday's Cookout

John,

Great meeting you at the cookout on Saturday afternoon in Clarendon! I very much enjoyed our conversation--please keep in touch and hope to catch you at the next event.

Best,

Steven Hough
shough@alumni.upenn.edu

From: Harvard Joint Center for Housing Studies
Sent: 21 Sep 2017 17:08:08 +0000
To: Gibbs, John
Subject: Tomorrow, September 22 @ Noon: Housing Trajectories After Incarceration + Livestream



Forward



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Joint Center for Housing Studies of Harvard University

Live Tomorrow @ Noon



Housing Trajectories After Conviction and Incarceration

Friday, September 22, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Harvard doctoral student [Brielle Bryan](#) will discuss whether felony conviction *without incarceration* leads to housing instability patterns similar to those experienced by former inmates. The results of her research suggest that, like formerly incarcerated individuals, never-incarcerated former felons (the approximately 12 million Americans who have been convicted of felonies but have not served time in prison) experience an elevated risk of housing instability and that these effects appear to be greater for women than for men.

Bring your lunch. Dessert & coffee provided.

Thursday, October 5 @ Noon



Development and Redevelopment in the New York City Market

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

For the third year in a row, [Toll Brothers, Inc.](#), one of the nation's largest developers, has been named the World's Most Admired Home Building Company by *Fortune* magazine. In this talk, [Fred Cooper](#), Senior Vice President of Finance, International Development, and Investor Relations at Toll Brothers, Inc., will discuss his company's urban development strategy and share some of the lessons he has learned over several decades of work in New York City and other urban centers.

Other Upcoming Events

Friday, October 6, 12:00 pm, Harvard Joint Center for Housing Studies

[Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act](#)

HUD-17-0392-H-000349

For a full list of our upcoming events,
please visit our [Event Calendar](#).



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This email was sent to john.gibbs@hud.gov

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From: Stephen Walters
Sent: 26 Oct 2017 18:42:12 +0000
To: Gibbs, John
Cc: Hobbs, Benjamin R
Subject: RE: Introduction

Pursuant to one of the topics we discussed (making some HUD aid conditional on state/local policies that enhance growth), here's a link to an interesting article on "pre-emption" of local land-use controls by state regulators:

<https://www.mercatus.org/publications/case-preemption-land-use-regulation>

As it happens, the young lady who authored that was my next stop yesterday; she's finishing up her dissertation at GMU. Bottom line here is that sometimes the state gov't can save a city from harming itself (or its most vulnerable residents).

Anyway, feel free to call anytime – happy to help however I can.

--Steve

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, October 26, 2017 9:17 AM
To: Stephen Walters <SWalters@loyola.edu>
Subject: RE: Introduction

Prof. Walters, likewise, it was great to hear your insights and your great work in the difficult environment of Baltimore. I sincerely hope city leaders see the wisdom in what you're proposing.

I look forward to keeping in touch. Thanks.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Wednesday, October 25, 2017 3:28 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Subject: Re: Introduction

Great to visit with you guys today, John. Look forward to talking and learning more.

Best,
Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Gibbs, John <John.Gibbs@hud.gov>
Sent: Wednesday, October 25, 2017 9:34:46 AM
To: Stephen Walters
Subject: RE: Introduction

Yes, that's correct. Please come to the South Entrance. See you shortly!



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Wednesday, October 11, 2017 9:15 AM
To: Gibbs, John <John.Gibbs@hud.gov>
Subject: RE: Introduction

Perfect!
I assume this is the address I should punch into my GPS:
451 7th St SW, Washington, DC 20410
Very much looking forward to it. Best,
Steve

From: Gibbs, John [<mailto:John.Gibbs@hud.gov>]
Sent: Tuesday, October 10, 2017 4:54 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

11 it is then. Looking forward to it.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:53 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 or 11 works

Ben Hobbs
Office: 202-402-5025
Cell: (b)(6)

From: Gibbs, John
Sent: Tuesday, October 10, 2017 4:52 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. Ben, are you OK for 11? If so, we'll do it then since that's better for folks.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Tuesday, October 10, 2017 4:47 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 or 11 would be easier for me, too, but I'm fine at 8:30 – just let me know what's best on your end.
Thanks!
S.

From: Gibbs, John [<mailto:John.Gibbs@hud.gov>]
Sent: Tuesday, October 10, 2017 4:46 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>; Stephen Walters <SWalters@loyola.edu>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

10 AM would be more convenient, but I'm concerned we could have a follow-on meeting to our 9:45 AM meeting as we often do. 11 AM might also work, but I thought it'd be cutting it too close to the 1 PM McCloskey talk. So just to be safe, I chose 8:30 AM instead.

I'll send out an invite.



John Gibbs

Senior Advisor, Office of Community Planning & Development

U.S. Department of Housing and Urban Development

Office: 202-402-4445; Mobile: (b)(6)

From: Hobbs, Benjamin R
Sent: Tuesday, October 10, 2017 4:40 PM
To: Stephen Walters <SWalters@loyola.edu>; Gibbs, John <John.Gibbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

8:30am works, but we could also do 10am. Might be easier, I know it would be for me.

John, can we use CPD's conference room and can you send a meeting invite?

- Ben

Ben Hobbs
Office: 202-402-5025
Cell: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Tuesday, October 10, 2017 4:07 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Let's aim for 8:30 on 10/25. As the date approaches, just let me know if that's still OK and where you want me to be. My cell is 410-963-6154 in case plans have to change on the fly.

Thanks! Looking forward to it.

Best,
Steve

From: Gibbs, John [<mailto:John.Gibbs@hud.gov>]
Sent: Tuesday, October 10, 2017 3:24 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Great. We have a meeting that morning around 9:45, so if early would be OK, 8 AM or 8:30 AM would give us a rich time window. We could do 9 if we're OK with having a little less time. Please let me know your preference.



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]

Sent: Tuesday, October 10, 2017 2:30 PM

To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

I could pass through DC the morning of 10/25, with a meeting at GMU scheduled at 1 pm. So would be happy to stop by for a chat en route. Would that be possible?

Thanks,
Steve

From: Gibbs, John [<mailto:John.Gibbs@hud.gov>]

Sent: Tuesday, October 10, 2017 2:21 PM

To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

Prof. Walters,

Thank you for your email and it's good to hear from you again.

I won't be attending the McCloskey talk, but hope to touch base when you're in town. What days and times work for you?

Look forward to connecting,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Monday, October 09, 2017 12:16 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Dear John, Ben, and David:

Sorry to be out of touch! Once the semester starts, I lose track of a lot of things.

I'm writing because I'll be making a pilgrimage to hear Deirdre McCloskey at George Mason on Wed., 10/25 at 5 pm, and I'm wondering if any of you will be there at the talk. If not, another possibility is to touch base for coffee or a brief chat on my way through DC.

In any case, hope all is well on your end. Best,
Steve

Stephen J.K. Walters
Professor of Economics, Loyola University Maryland
410-617-2313 and swalters@loyola.edu

Boom Towns: Restoring the Urban American Dream is available now from Stanford University Press at <http://www.sup.org/book.cgi?id=21963>

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Monday, June 26, 2017 3:33 PM
To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
Subject: RE: Introduction

Prof. Walters,

Thank you for your response. I've just read your paper on "Unions and the Decline of US Cities", and being a native Michigander, was intrigued. I'm very interested in the science of creating capital inflows into forgotten areas.

I look forward to connecting once you're back in the area.

Have a great time at the conference and on your vacation.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Friday, June 23, 2017 3:53 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Gibbs, John <John.Gibbs@hud.gov>; Byrd, David J <David.J.Byrd@hud.gov>
Subject: Re: Introduction

Many thanks, Ben, and hello to John and David.

I'm on the West Coast right now, attending the Western Econ Ass'n meetings in San Diego through the 29th, and then my wife and I will vacation in Big Sky country a couple of weeks before we return to Baltimore on 7/18. After that, I'm very flexible and would love to meet up for lunch or something and learn what's on everyone's agenda, and how I might help.

Best regards,

Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Sent: Friday, June 23, 2017 3:20 PM
To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
Subject: Introduction

Stephen,

I'd like to introduce you to my two colleagues in HUD's Community Planning and Development office, John Gibbs and David Byrd. I think your work most closely aligns with their office's focus. I've sent David and John a link to your book, "Boom Towns", and your profile page at Loyola. Both thought an introduction would be useful. I'll let you guys take it from here if you want to have a phone call or even meet in person since you are sometimes down in the DC area.

Please let me know if you're ever in town, I too would like to grab lunch.

If there are other offices or initiatives being undertaken at HUD that you would like connected with, please let me, John, and David know.

Have A Great Weekend,

Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 3 Nov 2017 13:33:25 +0000
To: Gibbs, John
Subject: Today @ Noon: Housing & Urban Inequality in Greater Los Angeles
[+Livestream]



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Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



**Residential Mobility, Housing, and Pathways of Urban Inequality
Greater Los Angeles**

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy at Harvard, and [Robert J. Sampson](#), Professor of Social Sciences at Harvard, will discuss preliminary findings from a study on residential mobility in Greater Los Angeles tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that are poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

Tuesday, November 14 @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

[City Arena, Second Floor, Building 9-255, MIT, 105 Mass. Ave., Cambridge](#)

What is the future of global suburbia? A new collection of essays looks at emergent trends in suburban design and development around the world. [Alan M. Berger](#), Professor at MIT, and [Kotkin](#), Professor at Chapman University, edited the book and will be joined by [David Lubeck](#), Deputy Director of the Joint Center, for a far-reaching conversation about the future of suburban development.

This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

Other Upcoming Events

Friday, November 17, 12:00 pm, Harvard Joint Center for Housing Studies

The Changing Nature of First-Time Homebuyers, 1997-2015

HUD-17-0392-H-000361

For a full list of our upcoming events,
please visit our [Event Calendar](#).



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From: Stephen Walters
Sent: 9 Oct 2017 16:15:35 +0000
To: Gibbs, John;Hobbs, Benjamin R
Cc: Byrd, David J
Subject: RE: Introduction

Dear John, Ben, and David:

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I'm writing because I'll be making a pilgrimage to hear Deirdre McCloskey at George Mason on Wed., 10/25 at 5 pm, and I'm wondering if any of you will be there at the talk. If not, another possibility is to touch base for coffee or a brief chat on my way through DC.

In any case, hope all is well on your end. Best,
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Stephen J.K. Walters
Professor of Economics, Loyola University Maryland
410-617-2313 and swalters@loyola.edu

Boom Towns: Restoring the Urban American Dream is available now from Stanford University Press at <http://www.sup.org/book.cgi?id=21963>

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
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I look forward to connecting once you're back in the area.

Have a great time at the conference and on your vacation.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

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Cc: Gibbs, John <John.Gibbs@hud.gov>; Byrd, David J <David.J.Byrd@hud.gov>
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Best regards,

Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

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Sent: Friday, June 23, 2017 3:20 PM
To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
Subject: Introduction

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Have A Great Weekend,

Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 • **Cell:** (b)(6) • **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 4 Oct 2017 14:06:22 +0000
To: Gibbs, John
Subject: This Week: Urban Development in NYC + Consequences of Regulation



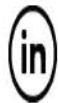
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Joint Center for Housing Studies of Harvard University

Tomorrow @ Noon (Harvard GSD)



Development and Redevelopment in New York City

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

In this talk, [Fred Cooper](#), a senior executive at [Toll Brothers](#), one of the nation's largest developers, will discuss his company's urban development strategy and will share some of lessons he has learned over several decades of work in New York City and other urban centers.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

This Friday, Oct 6 @ Noon (JCHS + Livestream)



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Postdoctoral Fellow [Hyojung Lee](#) will report on a recent study that uses the Community Reinvestment Act to examine the unintended consequences of regulation. The study found that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' CRA assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black In Design 2017: Designing Resistance, Building Coalitions](#)

HUD-17-0392-H-000368

For a full list of our upcoming events,
please visit our [Event Calendar](#).



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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 1 Nov 2017 19:36:59 +0000
To: Gibbs, John
Subject: This Friday @ Noon: Housing & Urban Inequality in Greater Los Angeles
[+Livestream]



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Joint Center for Housing Studies of Harvard University

This Friday, November 3 @ Noon (JCHS)



**Residential Mobility, Housing, and Pathways of Urban Inequality
Greater Los Angeles**

Friday, November 3, 12:00 pm

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Tuesday, November 14 @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

City Arena, Building 9-255, MIT, 77 Mass. Ave., Cambridge

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This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

Other Upcoming Events

Friday, November 17, 12:00 pm, Harvard Joint Center for Housing Studies

The Changing Nature of First-Time Homebuyers, 1997-2015

HUD-17-0392-H-000372

For a full list of our upcoming events,
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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Stephen Walters
Sent: 10 Oct 2017 20:06:43 +0000
To: Gibbs, John;Hobbs, Benjamin R
Cc: Byrd, David J
Subject: RE: Introduction

Let's aim for 8:30 on 10/25. As the date approaches, just let me know if that's still OK and where you want me to be. My cell is (b)(6) in case plans have to change on the fly.

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Subject: RE: Introduction

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John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [mailto:SWalters@loyola.edu]
Sent: Tuesday, October 10, 2017 2:30 PM
To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Byrd, David J <David.J.Byrd@hud.gov>
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U.S. Department of Housing and Urban Development

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To: Gibbs, John <John.Gibbs@hud.gov>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

Dear John, Ben, and David:

Sorry to be out of touch! Once the semester starts, I lose track of a lot of things.

I'm writing because I'll be making a pilgrimage to hear Deirdre McCloskey at George Mason on Wed., 10/25 at 5 pm, and I'm wondering if any of you will be there at the talk. If not, another possibility is to touch base for coffee or a brief chat on my way through DC.

In any case, hope all is well on your end. Best,
Steve

Stephen J.K. Walters

Professor of Economics, Loyola University Maryland

410-617-2313 and swalters@loyola.edu

Boom Towns: Restoring the Urban American Dream is available now from Stanford University Press at <http://www.sup.org/book.cgi?id=21963>

From: Gibbs, John [mailto:John.Gibbs@hud.gov]

Sent: Monday, June 26, 2017 3:33 PM

To: Stephen Walters <SWalters@loyola.edu>; Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>

Cc: Byrd, David J <David.J.Byrd@hud.gov>

Subject: RE: Introduction

Prof. Walters,

Thank you for your response. I've just read your paper on "Unions and the Decline of US Cities", and being a native Michigander, was intrigued. I'm very interested in the science of creating capital inflows into forgotten areas.

I look forward to connecting once you're back in the area.

Have a great time at the conference and on your vacation.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Stephen Walters [<mailto:SWalters@loyola.edu>]
Sent: Friday, June 23, 2017 3:53 PM
To: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Cc: Gibbs, John <John.Gibbs@hud.gov>; Byrd, David J <David.J.Byrd@hud.gov>
Subject: Re: Introduction

Many thanks, Ben, and hello to John and David.

I'm on the West Coast right now, attending the Western Econ Ass'n meetings in San Diego through the 29th, and then my wife and I will vacation in Big Sky country a couple of weeks before we return to Baltimore on 7/18. After that, I'm very flexible and would love to meet up for lunch or something and learn what's on everyone's agenda, and how I might help.

Best regards,

Steve

Stephen J.K. Walters
Professor of Economics
Loyola University Maryland
4501 North Charles Street
Baltimore, MD 21210
office phone: 410-617-2313
e-mail: swalters@loyola.edu

From: Hobbs, Benjamin R <Benjamin.R.Hobbs@hud.gov>
Sent: Friday, June 23, 2017 3:20 PM
To: Stephen Walters
Cc: Gibbs, John; Byrd, David J
Subject: Introduction

Stephen,

I'd like to introduce you to my two colleagues in HUD's Community Planning and Development office, John Gibbs and David Byrd. I think your work most closely aligns with their office's focus. I've sent David and John a link to your book, "Boom Towns", and your profile page at Loyola. Both thought an introduction would be useful. I'll let you guys take it from here if you want to have a phone call or even meet in person since you are sometimes down in the DC area.

Please let me know if you're ever in town, I too would like to grab lunch.

If there are other offices or initiatives being undertaken at HUD that you would like connected with, please let me, John, and David know.

Have A Great Weekend,

Ben



Ben Hobbs

Special Policy Advisor, Office of Public & Indian Housing (PIH)

U.S. Dept. of Housing & Urban Development

Work: (202) 402-5025 ▪ **Cell:** (b)(6) ▪ **Email:** Benjamin.R.Hobbs@hud.gov

From: Harvard Joint Center for Housing Studies
Sent: 29 Sep 2017 13:35:17 +0000
To: Gibbs, John
Subject: Next Week: Urban Development in New York with Toll Brothers Exec.



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Joint Center for Housing Studies of Harvard University

Next Thursday, October 5 @ Noon



Development and Redevelopment in the New York City Mar

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

In this talk, [Fred Cooper](#), Senior Vice President of Finance, International Development, and Investor Relations at [Toll Brothers, Inc.](#), one of the nation's largest developers, will discuss company's urban development strategy and will share some of the lessons he has learned several decades of work in New York City and other urban centers.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Friday, October 6 @ Noon



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Joint Center Postdoctoral Fellow [Hyojung Lee](#) will report on a recent study he conducted with Raphael W. Bostic that uses the Community Reinvestment Act as a case study to examine the unintended consequences of regulation. The study found that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

HUD-17-0392-H-000380

For a full list of our upcoming events,
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From: Harvard Joint Center for Housing Studies
Sent: 20 Oct 2017 13:29:05 +0000
To: Gibbs, John
Subject: CORRECTION: Today @ Noon: Landlords & Neighborhood Disinvestment [+Livestream]



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Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Cambridge, MA

In this presentation, [Adam Travis](#), a doctoral student in Sociology and Social Policy, will discuss whether the liability protections afforded by LLC ownership reduce landlords' incentives to adequately maintain their properties. Findings suggest that housing disrepair increases when properties transition from individual to LLC ownership.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

October 26 @ 4:15 (Harvard Kennedy School)



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Darman Room, Taubman Building, Harvard Kennedy School, 15 Eliot St., Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

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Sent: 18 Oct 2017 13:00:15 +0000
To: Gibbs, John
Subject: Friday @ Noon: Landlords & Neighborhood Disinvestment
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Joint Center for Housing Studies of Harvard University

This Friday, October 20 @ Noon (JCHS)



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- A link to your published research
- Details about your current research projects
- Details about your past experience as a researcher

Provide more information

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From: Harvard Joint Center for Housing Studies
Sent: 20 Oct 2017 13:00:27 +0000
To: Gibbs, John
Subject: Tomorrow @ Noon: Landlords & Neighborhood Disinvestment
[+Livestream]



Tomorrow @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

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- [Carol R. Naughton](#), Purpose Built Communities
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From: Aspen Institute Community Strategies Group
Sent: 19 Oct 2017 15:01:02 +0000
To: Gibbs, John
Subject: #ruralinnovation live at the Aspen Institute

From the The Aspen Institute and the Rural Development Innovation Group

America's Rural Opportunity

Thursday, October 19, 12:00-2:00 ET

#ruralinnovation *Live Video:* Getting Ahead in Rural Jobs



Based on unemployment rates, rural economies appear to be recovering from

the great recession. Moreover, plenty of anecdotal and other data provides evidence that many rural employers have jobs available and no one to fill them.

At the same time, the most recent American Community Survey data documents more than 1.5 million rural residents who are working poor – meaning they are working but earning below the federal poverty rate, and living one emergency away from losing their job. Other would-be rural employees aren't filling the vacant jobs because they lack training or can't manage their family commitments while working the hours employers require.

What to do in these situations? Rural business, non-profit and education innovators are implementing strategies to help rural residents earn credentials for better jobs in their future, access the services they need outside of work to land and keep a job, and stabilize the family finances and situations of rural employees so they can start saving and planning to get ahead. The result is good not just for rural employees, but for their families, area businesses and the economy overall.

ARO's October dialogue will highlight a range of rural-grown innovations to help families get into and get ahead in rural America.

Join the Conversation on Twitter

Have a question? Want to share a thought?

#ruralinnovation

[Click here](#) to learn more about the Rural Development Innovation Group.

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From: Aspen Institute Community Strategies Group
Sent: 10 Oct 2017 19:00:18 +0000
To: Gibbs, John
Subject: Last chance to register: Getting Ahead in Rural Jobs

*The Aspen Institute and the Rural Development Innovation Group invite you to
our sixth lunch panel and discussion in our 2017 series:*

America's Rural Opportunity

Getting Ahead in Rural Jobs

October 19, 12:00-2:00 ET

The Aspen Institute

1 Dupont Circle NW, Suite 700

Washington, DC

**Register to
Attend**

**Register to
Watch**

Based on unemployment rates, rural economies appear to be recovering from the great recession. Moreover, plenty of anecdotal and other data provides evidence that many rural employers have jobs available and no one to fill them.

At the same time, the most recent American Community Survey data documents more than 1.5 million rural residents who are working poor – meaning they are working but earning below the federal poverty rate, and living one emergency away from losing their job. Other would-be rural employees aren't filling the vacant jobs because they lack training or can't manage their family commitments while working the hours employers require.

What to do in these situations? Rural business, non-profit and education innovators are implementing strategies to help rural residents earn credentials for better jobs in their future, access the services they need outside of work to land and keep a job, and stabilize the family finances and situations of rural employees so they can start saving and planning to get ahead. The result is good not just for rural employees, but for their families, area businesses and the economy overall.

ARO's October dialogue will highlight a range of rural-grown innovations to help families get into and get ahead in rural jobs.

Our Moderator

Danielle Paquette, Reporter, Washington Post

Paquette addresses the intersection of people and policy for the Washington Post, covering topics from wage gaps to child care to business recruitment. Hailing from Indianapolis, she has previously worked for the Tampa Bay Times, the Los Angeles Times and CNN.

The Innovators

Employer Resource Networks: Rural Businesses Band Together to Help Employees Do Better

Lynne Russell, Executive Director, United Way of Mason County, Michigan

Ludington, Michigan – Too often, financial crises and life events can sabotage an employee's ability to stay focused and on the job. Barriers like financial emergencies, unreliable transportation and family health crises can threaten an employee's ability to stay on the job – and contribute to attrition and turnover. Finding and training new employees costs businesses a lot in time and money. In rural Michigan, the local United Way and employers have come together to set up the Lakeshore Employer Resource Network (ERN) of Mason County. In ERNs, local businesses jointly sponsor a circuit-riding success coach who helps employees in the participating businesses find essential services like affordable housing and child and dependent care. The coaches also help workers manage through financial crises, including offering an instant loan product that helps families improve credit scores and build an emergency fund. In Mason County, 12 ERN employers are now providing these services to 20% of the county's workforce – and saving money while doing it!

Boosting Educational Attainment in a Boom and Bust Economy

Greg Williams, President, Odessa College, Texas

Odessa, Texas – In West Texas, oil remains the largest economic driver even though times are changing. But because of oil jobs, work requiring a degree doesn't always pay more. Convincing workers that pursuing college degrees, certification programs, and additional training is a smart bet for the long run is a challenge. Odessa College, the region's community college, took a look at the economy and itself, and instituted program innovations that are successfully growing enrollment and improving student outcomes. To recruit and keep students engaged, Odessa has shrunk the typical term from 16 weeks to eight weeks. They've implemented a Drop Rate Improvement Program that encourages faculty to interact directly with students, address behavior challenges early, and meet students one-on-one. Together, these approaches cut course drop rates six-fold and doubled Odessa's completion rate – setting up Odessa's students to succeed in the region's changing economy.

The Quiet Rural Crisis: Increasing Child Care Access, Quality and Worker Income

Sheila Hoyle, Executive Director, Southwestern Child Development Commission, North Carolina

Webster, North Carolina – If you spend time with rural families and employers, it's hard not to see child care as the silver bullet that many rural economies need to do better. Rural employers struggle to find good workers to fill their job openings, at the same time that parents who want to work can't take a job because of the shortage of affordable, safe, local child care slots during the right hours. It's hard to supply enough quality child care slots when child care workers are paid so little –many qualifying as working poor. And as a result, too many rural kindergarteners start elementary school already behind. For more than a decade, Southwestern Child Development Commission has been experimenting with programs that show promise in addressing many of these needs. One innovation provides a salary supplement for child care workers; and as an incentive to increase their skills, more highly trained workers receive greater supplements. SCDC's idea: Through a better trained and better compensated child care workforce, child care slots and quality will increase, children will do better – and so will their parents and local employers.

Documenting the Issues: Rural Data Realities

Beth Mattingly, Director of Research on Vulnerable Families, Carsey School of Public Policy, University of New Hampshire

Beth manages all of Carsey's policy-relevant research relating to the well-being of vulnerable families and policies that affect the balance the work and family life. Beth is also a research consultant for the Stanford Center on Poverty and Inequality. She has helped develop innovative measures like the California Poverty Measure and research to help understand Hispanic poverty and inequality. Her work has been published in multiple academic journals, and featured in Time Magazine, USA Today, and on National Public Radio.

**Register to
Attend**

**Register to
Watch**

America's Rural Opportunity is an event series, co-sponsored by the Aspen Institute Community Strategies Group and the Rural Development Innovation Group, that invites policymakers, economic and community development practitioners, and business and philanthropic leaders to engage in dialogue around advancing a rural opportunity agenda. [Learn more about the series and watch videos from previous events.]

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Subject: Today @ Noon: The Consequences of Regulation (+ Livestream)



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Joint Center for Housing Studies of Harvard University

Today @ Noon (with Livestream)



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

In this talk, [Hyojung Lee](#), a Joint Center postdoctoral fellow, will discuss a recent study showing that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' Community Reinvestment Act assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

This event will also be [livestreamed on Twitter](#).

Next Wed, Oct 11 @ 12:30 (Harvard GSD)



Lease Purchase: A New Path to Homeownership

Wednesday, October 11, 12:30 pm

Harvard Graduate School of Design, Gund Hall, Room 109

In this talk, William Young, CEO of [Home Partners America](#), will discuss his company's unique program, which allows people to lease a home they are interested in, with the option to eventually purchase it. Young will describe how the program works and how it provides an alternative yet sustainable path to homeownership.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

Friday, October 20, 12:00 pm, Harvard Joint Center for Housing Studies

[The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment](#)

For a full list of our upcoming events,
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From: Harvard Joint Center for Housing Studies
Sent: 14 Nov 2017 17:12:59 +0000
To: Gibbs, John
Subject: Today @ MIT - 6:00 pm: What is the future of global suburbia?



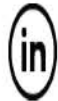
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Joint Center for Housing Studies of Harvard University

Today @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

City Arena, Second Floor, Building 9-255, MIT, 105 Mass. Ave., Cambridge

What is the future of global suburbia? A new collection of essays looks at emergent trends in suburban design and development around the world. [Alan M. Berger](#), Professor at MIT, and [Kotkin](#), Professor at Chapman University, edited the book and will be joined by [David Lubeck](#), Deputy Director of the Joint Center, for a far-reaching conversation about the future of suburban development.

This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

This Friday @ Noon (JCHS)



The Changing Nature of First-Time Homebuyers, 1997-2015

Friday, November 17, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, Joint Center Research Assistant [Shannon Rieger](#) will discuss the characteristics of today's first-time homebuyers and how the profile of these buyers has shifted over the past decades.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Coffee & dessert will be provided.



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From: Harvard Joint Center for Housing Studies
Sent: 15 Sep 2017 15:39:31 +0000
To: Gibbs, John
Subject: Next Friday, September 22 @ Noon: Housing Trajectories After Incarceration + Livestream



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Joint Center for Housing Studies of Harvard University

Friday, September 22 @ Noon



Housing Trajectories After Conviction and Incarceration

Friday, September 22, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Harvard doctoral student [Brielle Bryan](#) will discuss whether felony conviction *without incarceration* leads to housing instability patterns similar to those experienced by former inmates. The results of her research suggest that, like formerly incarcerated individuals, never-incarcerated former felons (the approximately 12 million Americans who have been convicted of felonies but have not spent time in prison) experience an elevated risk of housing instability and that these effects appear to be greater for women than for men.

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Friday, October 6, 12:00 pm, Harvard Joint Center for Housing Studies

[Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act](#)

October 6-8, Harvard Graduate School of Design

[Black in Design 2017: Designing Resistance, Building Coalitions](#)

Friday, October 20, 12:00 pm, Harvard Joint Center for Housing Studies

[The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment](#)

For a full list of our upcoming events,
please visit our [Event Calendar](#).





The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

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From: Harvard Joint Center for Housing Studies
Sent: 7 Sep 2017 16:18:20 +0000
To: Gibbs, John
Subject: Tomorrow @ Noon: The State of US Housing + Livestream



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Joint Center for Housing Studies of Harvard University

Tomorrow @ Noon



The State of US Housing

Friday, September 8, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

Join us tomorrow as [Daniel McCue](#), a senior research associate at JCHS, kicks off this year's [Housing Research Seminar Series](#), with a look at the state of housing in the US.

As our most recent [State of the Nation's Housing](#) report suggests, the national housing market has, by many measures, returned to normal. Most notably, housing demand, home prices, construction volumes are all on the rise while the number of distressed homeowners has fallen sharply. However, along with strengthening demand, extremely tight housing supply is pushing up costs and adding to concerns about affordability, particularly for the 19 million US households that paid more than half of their incomes for housing.

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Saturday, September 9, Brandeis University

For a full list of our upcoming events,
please visit our [Event Calendar](#).



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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 17 Nov 2017 14:36:22 +0000
To: Gibbs, John
Subject: TODAY @ Noon: The Changing Nature of First-Time Homebuyers
[+Livestream]



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Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



The Changing Nature of First-Time Homebuyers, 1997-2015

Friday, November 17, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

For our final research seminar of 2017, [Shannon Rieger](#), a research assistant at the Center will discuss the characteristics of today's first-time homebuyers and how the profile of these buyers has shifted over the past two decades.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Coffee & dessert will be provided.



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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 24 Oct 2017 18:40:19 +0000
To: Gibbs, John
Subject: This Thursday @ HKS: Urban Revitalization in Atlanta



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Joint Center for Housing Studies of Harvard University

This Thursday @ Harvard Kennedy School



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Bell Hall, Belfer Building, Harvard Kennedy School, 79 JFK Street, Cambridge

Over the past few decades, the City of Atlanta and local nonprofits have developed a variety of cross-sector partnerships to address some of the city's most pressing issues. Panelists will describe some of these initiatives and the lessons they've learned:

- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

Next Friday, November 3 @ Noon (JCHS)



Residential Mobility, Housing, and Pathways of Urban Inequality Greater Los Angeles

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy, and [Robert Sampson](#), professor of Social Sciences, will introduce preliminary findings from a study on residential mobility in Greater Los Angeles that tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that remain poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

For a full list of our upcoming events,
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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 2 Nov 2017 14:10:14 +0000
To: Gibbs, John
Subject: SAVE THE DATE: America's Rental Housing - New report to be released Dec 14 in Washington, DC



Joint Center for Housing Studies of Harvard University

SAVE THE DATE

America's Rental Housing report
to be released December 14

The Newseum, Washington, DC



The Harvard Joint Center for Housing Studies will release its 2017 America's Rental Housing report with an event and **live webcast** from **The Newseum** in Washington, DC on

Thursday, December 14.

Demand for rental housing in the US has grown over the past decade, with a particular increase in demand from older adults and high-income households. Tight rental markets, however, present challenges for low- and moderate-income renters who face rising rents, low vacancy rates, and widespread cost burdens. Our 2017 report shows that addressing the challenges facing renters—particularly low-income renters—requires bold leadership and hard choices from both the public and private sectors.

Registration & speaker information coming soon.

Add to [iCalendar](#) • [Google Calendar](#) • [Outlook](#) • [Outlook Online](#) • [Yahoo! Calendar](#)



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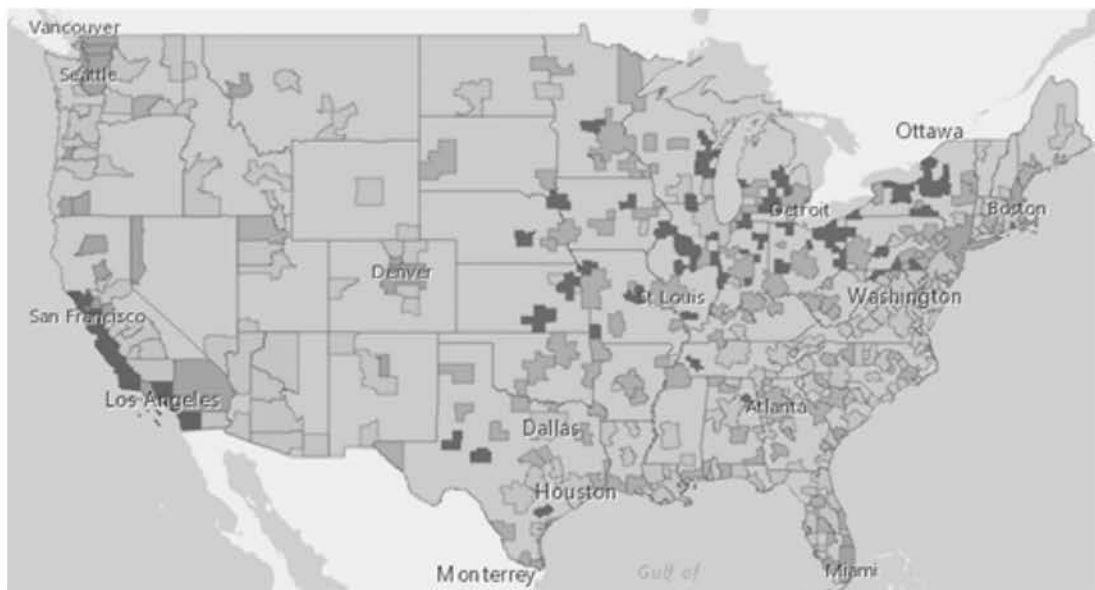
Harvard Joint Center for Housing Studies · 1 Bow Street · Suite 400 · Cambridge, MA 02138 · USA

From: Joint Center for Housing Studies
Sent: 31 Aug 2017 20:35:54 +0000
To: Gibbs, John
Subject: Upcoming Research Seminar: The State of the Nation's Housing in 2017



JOINT CENTER FOR HOUSING STUDIES OF HARVARD UNIVERSITY

Friday, September 8 @ the Harvard Joint Center for Housing Studies



The State of the Nation's Housing in 2017

with **Daniel McCue**, Senior Research Associate, Harvard Joint Center for Housing Studies

Friday September 8, 2017 @ 12:00pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This research seminar will be live streamed on Twitter

A decade after the onset of the Great Recession, the national housing market has, by many measures, returned to normal, according to the 2017 State of the Nation's Housing report, which was released by the Joint Center earlier this year. In this brown-bag lunch, the first in the Joint Center's fall [Housing Research Seminar Series](#), Daniel McCue, a senior research associate at the Center who oversaw the report's production, will discuss some of the report's key findings. Most notably, the report found that housing demand, home prices, and construction volumes are all on the rise while the number of distressed homeowners has fallen sharply. However, along with strengthening demand, extremely tight supplies of both for-sale and for-rent homes are pushing up housing costs and adding to ongoing concerns about affordability, particularly for the nearly 19 million US households that paid more than half of their incomes for housing.

Bring your lunch; desserts & coffee will be provided.

This talk is part of the Center's ongoing [Housing Research Seminar Series](#), which gives faculty, senior researchers, and graduate students the opportunity to present and discuss current and recent work with a mix of scholars and practitioners.





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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Harvard Joint Center for Housing Studies
Sent: 26 Oct 2017 16:49:50 +0000
To: Gibbs, John
Subject: This Afternoon @ HKS: Urban Revitalization in Atlanta



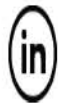
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Joint Center for Housing Studies of Harvard University

Today @ Harvard Kennedy School



Urban Revitalization: Lessons from Atlanta on Building Effective Cross-Sector Partnerships

Thursday, October 26, 4:15 pm

Bell Hall, Belfer Building, Harvard Kennedy School, 79 JFK Street, Cambridge

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- [Shirley Franklin](#), former Mayor of Atlanta; Purpose Built Communities
- [Renee Glover](#), Catalyst Group, LLC; Atlanta Housing Authority
- [Carol R. Naughton](#), Purpose Built Communities
- [Aliya Bhatia](#), MPP '18, Harvard Kennedy School (moderator)

This event is free and open to the public, but a [reservation is required](#).

Co-sponsored by the [Center for Public Leadership](#) and the City + Local PIC.

Next Friday, November 3 @ Noon (JCHS)



Residential Mobility, Housing, and Pathways of Urban Inequality Greater Los Angeles

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy, and [Robert Sampson](#), professor of Social Sciences, will introduce preliminary findings from a study on residential mobility in Greater Los Angeles that tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that remain poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

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From: Harvard Joint Center for Housing Studies
Sent: 10 Oct 2017 19:11:27 +0000
To: Gibbs, John
Subject: Tomorrow @ 12:30 pm: Is Lease-to-Own a Sustainable Path to Homeownership?



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Joint Center for Housing Studies of Harvard University

Tomorrow @ 12:30 (Harvard GSD)



Lease Purchase: A New Path to Homeownership

Wednesday, October 11, 12:30 pm

Harvard Graduate School of Design, Gund Hall, Room 109

In this talk, William Young, CEO of [Home Partners America](#), will discuss his company's unique program, which allows people to lease a home they are interested in, with the option to eventually purchase it. Young will describe how the program works and how it provides an alternative yet sustainable path to homeownership.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

Next Friday, October 20 @ Noon (JCHS)



The Organization of Neglect: Landlords, LLCs, and Neighborhood Disinvestment

Friday, October 20, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Cambridge, MA

In this presentation, [Adam Travis](#), a doctoral student in Sociology and Social Policy, will discuss whether the liability protections afforded by LLC ownership reduce landlords' incentives to adequately maintain their properties. Findings suggest that housing disrepair increases when properties transition from individual to LLC ownership.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

Thursday, November 2, 3:30 pm, Aldrich Hall 211, Harvard Business School

[Transforming a City: Leading Change in Urban Sri Lanka](#)

HUD-17-0392-H-000441

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From: Harvard Joint Center for Housing Studies
Sent: 21 Sep 2017 17:08:08 +0000
To: Gibbs, John
Subject: Tomorrow, September 22 @ Noon: Housing Trajectories After Incarceration + Livestream



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Joint Center for Housing Studies of Harvard University

Live Tomorrow @ Noon



Housing Trajectories After Conviction and Incarceration

Friday, September 22, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Harvard doctoral student [Brielle Bryan](#) will discuss whether felony conviction *without incarceration* leads to housing instability patterns similar to those experienced by former inmates. The results of her research suggest that, like formerly incarcerated individuals, never-incarcerated former felons (the approximately 12 million Americans who have been convicted of felonies but have not spent time in prison) experience an elevated risk of housing instability and that these effects appear to be greater for women than for men.

Bring your lunch. Dessert & coffee provided.

Thursday, October 5 @ Noon



Development and Redevelopment in the New York City Market

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

For the third year in a row, [Toll Brothers, Inc.](#), one of the nation's largest developers, has been named the World's Most Admired Home Building Company by *Fortune* magazine. In this talk, [Fred Cooper](#), Senior Vice President of Finance, International Development, and Investor Relations at Toll Brothers, Inc., will discuss his company's urban development strategy and share some of the lessons he has learned over several decades of work in New York City and other urban centers.

Other Upcoming Events

Friday, October 6, 12:00 pm, Harvard Joint Center for Housing Studies

Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

HUD-17-0392-H-000445

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From: Harvard Joint Center for Housing Studies
Sent: 3 Nov 2017 13:33:25 +0000
To: Gibbs, John
Subject: Today @ Noon: Housing & Urban Inequality in Greater Los Angeles
[+Livestream]



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Joint Center for Housing Studies of Harvard University

Today @ Noon (JCHS)



**Residential Mobility, Housing, and Pathways of Urban Inequality
Greater Los Angeles**

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy at Harvard, and [Robert J. Sampson](#), Professor of Social Sciences at Harvard, will discuss preliminary findings from a study on residential mobility in Greater Los Angeles tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that are poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

Tuesday, November 14 @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

[City Arena, Second Floor, Building 9-255, MIT, 105 Mass. Ave., Cambridge](#)

What is the future of global suburbia? A new collection of essays looks at emergent trends in suburban design and development around the world. [Alan M. Berger](#), Professor at MIT, and [Kotkin](#), Professor at Chapman University, edited the book and will be joined by [David Lubeck](#), Deputy Director of the Joint Center, for a far-reaching conversation about the future of suburban development.

This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

Other Upcoming Events

Friday, November 17, 12:00 pm, Harvard Joint Center for Housing Studies

The Changing Nature of First-Time Homebuyers, 1997-2015

HUD-17-0392-H-000449

For a full list of our upcoming events,
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Harvard Joint Center for Housing Studies · 1 Bow Street · 4th Floor · Cambridge, MA 02138 · USA

From: Aspen Institute Community Strategies Group
Sent: 3 Oct 2017 13:54:54 +0000
To: Gibbs, John
Subject: Getting Ahead in Rural Jobs

*The Aspen Institute and the Rural Development Innovation Group invite you to
our sixth lunch panel and discussion in our 2017 series:*

America's Rural Opportunity

Getting Ahead in Rural Jobs

October 19, 12:00-2:00 ET

The Aspen Institute

1 Dupont Circle NW, Suite 700

Washington, DC

**Register to
Attend**

**Register to
Watch**

Based on unemployment rates, rural economies appear to be recovering from the great recession. Moreover, plenty of anecdotal and other data provides evidence that many rural employers have jobs available and no one to fill them.

At the same time, the most recent American Community Survey data documents more than 1.5 million rural residents who are working poor – meaning they are working but earning below the federal poverty rate, and living one emergency away from losing their job. Other would-be rural employees aren't filling the vacant jobs because they lack training or can't manage their family commitments while working the hours employers require.

What to do in these situations? Rural business, non-profit and education innovators are implementing strategies to help rural residents earn credentials for better jobs in their future, access the services they need outside of work to land and keep a job, and stabilize the family finances and situations of rural employees so they can start saving and planning to get ahead. The result is good not just for rural employees, but for their families, area businesses and the economy overall.

ARO's October dialogue will highlight a range of rural-grown innovations to help families get into and get ahead in rural jobs.

Our Moderator

Danielle Paquette, Reporter, Washington Post

Paquette addresses the intersection of people and policy for the Washington Post, covering topics from wage gaps to child care to business recruitment. Hailing from Indianapolis, she has previously worked for the Tampa Bay Times, the Los Angeles Times and CNN.

The Innovators

Employer Resource Networks: Rural Businesses Band Together to Help Employees Do Better

Lynne Russell, Executive Director, United Way of Mason County, Michigan

Ludington, Michigan – Too often, financial crises and life events can sabotage an employee's ability to stay focused and on the job. Barriers like financial emergencies, unreliable transportation and family health crises can threaten an employee's ability to stay on the job – and contribute to attrition and turnover. Finding and training new employees costs businesses a lot in time and money. In rural Michigan, the local United Way and employers have come together to set up the Lakeshore Employer Resource Network (ERN) of Mason County. In ERNs, local businesses jointly sponsor a circuit-riding success coach who helps employees in the participating businesses find essential services like affordable housing and child and dependent care. The coaches also help workers manage through financial crises, including offering an instant loan product that helps families improve credit scores and build an emergency fund. In Mason County, 12 ERN employers are now providing these services to 20% of the county's workforce – and saving money while doing it!

Boosting Educational Attainment in a Boom and Bust Economy

Greg Williams, President, Odessa College, Texas

Odessa, Texas – In West Texas, oil remains the largest economic driver even though times are changing. But because of oil jobs, work requiring a degree doesn't always pay more. Convincing workers that pursuing college degrees, certification programs, and additional training is a smart bet for the long run is a challenge. Odessa College, the region's community college, took a look at the economy and itself, and instituted program innovations that are successfully growing enrollment and improving student outcomes. To recruit and keep students engaged, Odessa has shrunk the typical term from 16 weeks to eight weeks. They've implemented a Drop Rate Improvement Program that encourages faculty to interact directly with students, address behavior challenges early, and meet students one-on-one. Together, these approaches cut course drop rates six-fold and doubled Odessa's completion rate – setting up Odessa's students to succeed in the region's changing economy.

The Quiet Rural Crisis: Increasing Child Care Access, Quality and Worker Income

Sheila Hoyle, Executive Director, Southwestern Child Development Commission, North Carolina

Webster, North Carolina – If you spend time with rural families and employers, it's hard not to see child care as the silver bullet that many rural economies need to do better. Rural employers struggle to find good workers to fill their job openings, at the same time that parents who want to work can't take a job because of the shortage of affordable, safe, local child care slots during the right hours. It's hard to supply enough quality child care slots when child care workers are paid so little –many qualifying as working poor. And as a result, too many rural kindergarteners start elementary school already behind. For more than a decade, Southwestern Child Development Commission has been experimenting with programs that show promise in addressing many of these needs. One innovation provides a salary supplement for child care workers; and as an incentive to increase their skills, more highly trained workers receive greater supplements. SCDC's idea: Through a better trained and better compensated child care workforce, child care slots and quality will increase, children will do better – and so will their parents and local employers.

Documenting the Issues: Rural Data Realities

Beth Mattingly, Director of Research on Vulnerable Families, Carsey School of Public Policy, University of New Hampshire

Beth manages all of Carsey's policy-relevant research relating to the well-being of vulnerable families and policies that affect the balance the work and family life. Beth is also a research consultant for the Stanford Center on Poverty and Inequality. She has helped develop innovative measures like the California Poverty Measure and research to help understand Hispanic poverty and inequality. Her work has been published in multiple academic journals, and featured in Time Magazine, USA Today, and on National Public Radio.

**Register to
Attend**

**Register to
Watch**

America's Rural Opportunity is an event series, co-sponsored by the Aspen Institute Community Strategies Group and the Rural Development Innovation Group, that invites policymakers, economic and community development practitioners, and business and philanthropic leaders to engage in dialogue around advancing a rural opportunity agenda. [\[Learn more about the series and watch videos from previous events.\]](#)

Aspen Institute Community Strategies Group

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Our mailing address is:

Aspen Institute Community Strategies Group
One Dupont Circle NW
Suite 700
Washington, DC 20036

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From: Aspen Institute Community Strategies Group
Sent: 26 Sep 2017 12:45:01 +0000
To: Gibbs, John
Subject: You're Invited: Rural Jobs

*The Aspen Institute and the Rural Development Innovation Group invite you to
our sixth lunch panel and discussion in our 2017 series:*

America's Rural Opportunity

Getting Ahead in Rural Jobs

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At the same time, the most recent American Community Survey data documents more than 1.5 million rural residents who are working poor – meaning they are working but earning below the federal poverty rate, and living one emergency away from losing their job. Other would-be rural employees aren't filling the vacant jobs because they lack training or can't manage their family commitments while working the hours employers require.

What to do in these situations? Rural business, non-profit and education innovators are implementing strategies to help rural residents earn credentials for better jobs in their future, access the services they need outside of work to land and keep a job, and stabilize the family finances and situations of rural employees so they can start saving and planning to get ahead. The result is good not just for rural employees, but for their families, area businesses and the economy overall.

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Our Moderator

Danielle Paquette, Reporter, Washington Post

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The Innovators

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Lynne Russell, Executive Director, United Way of Mason County, Michigan

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Boosting Educational Attainment in a Boom and Bust Economy

Greg Williams, President, Odessa College, Texas

Odessa, Texas – In West Texas, oil remains the largest economic driver even though times are changing. But because of oil jobs, work requiring a degree doesn't always pay more. Convincing workers that pursuing college degrees, certification programs, and additional training is a smart bet for the long run is a challenge. Odessa College, the region's community college, took a look at the economy and itself, and instituted program innovations that are successfully growing enrollment and improving student outcomes. To recruit and keep students engaged, Odessa has shrunk the typical term from 16 weeks to eight weeks. They've implemented a Drop Rate Improvement Program that encourages faculty to interact directly with students, address behavior challenges early, and meet students one-on-one. Together, these approaches cut course drop rates six-fold and doubled Odessa's completion rate – setting up Odessa's students to succeed in the region's changing economy.

The Quiet Rural Crisis: Increasing Child Care Access, Quality and Worker Income

Sheila Hoyle, Executive Director, Southwestern Child Development Commission, North Carolina

Webster, North Carolina – If you spend time with rural families and employers, it's hard not to see child care as the silver bullet that many rural economies need to do better. Rural employers struggle to find good workers to fill their job openings, at the same time that parents who want to work can't take a job because of the shortage of affordable, safe, local child care slots during the right hours. It's hard to supply enough quality child care slots when child care workers are paid so little –many qualifying as working poor. And as a result, too many rural kindergarteners start elementary school already behind. For more than a decade, Southwestern Child Development Commission has been experimenting with programs that show promise in addressing many of these needs. One innovation provides a salary supplement for child care workers; and as an incentive to increase their skills, more highly trained workers receive greater supplements. SCDC's idea: Through a better trained and better compensated child care workforce, child care slots and quality will increase, children will do better – and so will their parents and local employers.

Documenting the Issues: Rural Data Realities

Beth Mattingly, Director of Research on Vulnerable Families, Carsey School of Public Policy, University of New Hampshire

Beth manages all of Carsey's policy-relevant research relating to the well-being of vulnerable families and policies that affect the balance the work and family life. Beth is also a research consultant for the Stanford Center on Poverty and Inequality. She has helped develop innovative measures like the California Poverty Measure and research to help understand Hispanic poverty and inequality. Her work has been published in multiple academic journals, and featured in Time Magazine, USA Today, and on National Public Radio.

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Attend**

**Register to
Watch**

America's Rural Opportunity is an event series, co-sponsored by the Aspen Institute Community Strategies Group and the Rural Development Innovation Group, that invites policymakers, economic and community development practitioners, and business and philanthropic leaders to engage in dialogue around advancing a rural opportunity agenda. [\[Learn more about the series and watch videos from previous events.\]](#)

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To: Gibbs, John
Subject: This Week: Urban Development in NYC + Consequences of Regulation



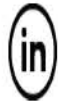
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Joint Center for Housing Studies of Harvard University

Tomorrow @ Noon (Harvard GSD)



Development and Redevelopment in New York City

Thursday, October 5, 12:00 pm

Harvard Graduate School of Design, Gund Hall, Room 123

In this talk, [Fred Cooper](#), a senior executive at [Toll Brothers](#), one of the nation's largest developers, will discuss his company's urban development strategy and will share some of lessons he has learned over several decades of work in New York City and other urban centers.

Bring your lunch. Dessert & coffee provided.

Co-sponsored by the [Harvard GSD Real Estate Development Club](#)

This Friday, Oct 6 @ Noon (JCHS + Livestream)



Bank Adaptation to Neighborhood Change: Mortgage Lending and the Community Reinvestment Act

Friday, October 6, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, 4th Floor, Cambridge

This event will also be [livestreamed on Twitter](#).

In this talk, Postdoctoral Fellow [Hyojung Lee](#) will report on a recent study that uses the Community Reinvestment Act to examine the unintended consequences of regulation. The study found that banks approve loans more frequently in rapidly improving neighborhoods and that this effect is strongest within banks' CRA assessment areas (as opposed to places outside those areas).

Bring your lunch. Dessert & coffee provided.

Other Upcoming Events

October 6-8, Harvard Graduate School of Design

[Black In Design 2017: Designing Resistance, Building Coalitions](#)

HUD-17-0392-H-000463

For a full list of our upcoming events,
please visit our [Event Calendar](#).



The Harvard Joint Center for Housing Studies advances understanding of housing issues and informs policy. Through its research, education, and public outreach programs, the center helps leaders in government, business, and the civic sectors make decisions that effectively address the needs of cities and communities. Through graduate and executive courses, as well as fellowships and internship opportunities, the Joint Center also trains and inspires the next generation of housing leaders.

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From: Aspen Institute Community Strategies Group
Sent: 6 Sep 2017 20:29:03 +0000
To: Gibbs, John
Subject: See you on Friday - America's Rural Opportunity

Dear John,

This is a reminder that you are registered to attend America's Rural Opportunity: Rural-Grown, Local-Owned Manufacturing (#ruralinnovation) on Friday, September 8, at the Aspen Institute. Lunch begins at 11:30 AM ET. *Scroll down for more information...*

The Aspen Institute and the Rural Development Innovation Group are glad you can join us for

America's Rural Opportunity

Rural-Grown, Local-Owned Manufacturing

Lunch Panel and Discussion
Friday, September 8, 11:30-1:30 ET
The Aspen Institute
1 Dupont Circle NW, Suite 700
Washington, DC

See you Friday!

Lunch starts at 11:30 AM. We are excited to have you join us Friday for a panel discussion featuring innovators – business owners, intermediary partners, and investors – active in a variety of rural economies in the U.S.

Getting to the Aspen Institute

The event will take place at One Dupont Circle NW, Suite 700, Washington, DC, 20036. One Dupont Circle (the National Center for Higher Education building) is located at the southern intersection of New Hampshire Avenue and Dupont Circle. The entrance to the lobby is located between James Hoban's Irish Bar & Restaurant and Bank of America.

To get here by metro: If you are traveling by Metro take the Red Line to the Dupont Circle Station. Exit the station at Dupont South onto 19th Street. Walk north on 19th Street towards Dupont Circle. At the Circle make a left towards New Hampshire Avenue. Walk up New Hampshire until you reach the building.

To get here by car: You may park on the surrounding streets or in the Colonial Parking Garage (1333 New Hampshire Avenue, NW). Please enter the Garage on 19th Street. One Dupont Circle is directly across the street from 1333 New Hampshire Avenue.

Unable to make it?

Please send your name to csg.program@aspeninst.org.

#ruralinnovation

[Click here](#) to learn more about the Rural Development Innovation Group.

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Subject: This Friday @ Noon: Housing & Urban Inequality in Greater Los Angeles
[+Livestream]



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Joint Center for Housing Studies of Harvard University

This Friday, November 3 @ Noon (JCHS)



**Residential Mobility, Housing, and Pathways of Urban Inequality
Greater Los Angeles**

Friday, November 3, 12:00 pm

Harvard Joint Center for Housing Studies, One Bow Street, Fourth Floor, Cambridge

In this talk, [Jared Schachner](#), a doctoral student in Sociology and Social Policy at Harvard, and [Robert J. Sampson](#), Professor of Social Sciences at Harvard, will discuss preliminary findings from a study on residential mobility in Greater Los Angeles tries to overcome the data and modeling limitations presented by individual-, household-, and neighborhood-level factors that are poorly understood.

This event will also be [livestreamed on Twitter](#).

Bring your lunch. Dessert & coffee provided.

Tuesday, November 14 @ 6 pm (MIT)



Infinite Suburbia

Tuesday, November 14, 6:00 pm

City Arena, Building 9-255, MIT, 77 Mass. Ave., Cambridge

What is the future of global suburbia? A new collection of essays looks at emergent trends in suburban design and development around the world. [Alan M. Berger](#), Professor at MIT, and [Kotkin](#), Professor at Chapman University, edited the book and will be joined by [David Lubeck](#), Deputy Director of the Joint Center, for a far-reaching conversation about the future of suburban development.

This event is cosponsored by MIT's [Norman B. Leventhal Center for Advanced Urbanism](#), and the Joint Center for Housing Studies.

Other Upcoming Events

Friday, November 17, 12:00 pm, Harvard Joint Center for Housing Studies

The Changing Nature of First-Time Homebuyers, 1997-2015

HUD-17-0392-H-000470

For a full list of our upcoming events,
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From: Partnership for Public Service
Sent: 9 Nov 2017 18:06:24 +0000
To: Gibbs, John
Subject: Public Service Weekly

November 9, 2017

Veterans Day, new IT report, presidential transition and more.

Public Service Weekly

FROM THE PARTNERSHIP FOR PUBLIC SERVICE

A BLUEPRINT FOR LEADING LASTING TECHNOLOGY REFORMS IN GOVERNMENT

Here's how to upgrade government IT

Federal leaders recognize the need to update government technology. But how can they make those changes while ensuring their agencies continue to operate effectively during the IT transition?

Our latest report with Accenture Federal Services, "A Blueprint for Leading Lasting Technology Reforms in Government," offers answers to that important question and more. Check out the report to learn five strategies federal leaders can use to transform how their

agencies use technology.

Read the report

Trending news

Trump a year later: celebrations, controversies and chaos

Mark Murray and Carrie Dann

NBC News

Clock ticking on officials in acting roles

Adam Mazmanian

FCW

What Marine training can teach federal workers about leadership

Tom Fox

The Washington Post

Honoring those who serve this Veterans Day

In commemoration of Veterans Day, the Partnership would like to thank all current and former military for their service. One of our government's most critical responsibilities is to support and care for the men and women who serve in the armed forces. In particular, we'd like to call attention to some of our past **Service to America Medals** winners who have made important achievements on behalf of service members and veterans.

- **Rory Cooper, 2017 Science and Environment:** Designed innovative wheelchairs and other assistive technology equipment that has greatly improved the mobility and quality of life for hundreds of thousands of disabled veterans and other Americans.
- **William A. Bauman and Ann. M. Spungen, 2014 Science and Environment:** Greatly improved the health care and the quality of life of paralyzed veterans by developing new ways to treat long-overlooked medical problems.
- **Sean Young and Benjamin Tran, 2014 National Security and International Affairs:** Saved U.S. soldiers' lives in Afghanistan by creating and deploying a new aerial sensor system to help Army and Special Forces units detect and destroy deadly improvised explosive devices.

Please also take a moment to check out the VA's plan to develop digital, interactive memorials for veterans. With 135 national cemeteries across the country, this initiative could enable Americans to pay their respects to our veterans without having to travel to each location.

[Read the article](#)

Lens on legislation: Enhancing customer service in government

On Tuesday, the Senate unanimously passed S.1088, the Federal Agency Customer Experience Act of 2017. This important bipartisan legislation would help agencies collect voluntary feedback on agency services and require them to create a scorecard report to assess data collected and reported. We applaud Sen. James Lankford (R-OK) and Sen. Claire McCaskill (D-Mo.) for their efforts in moving this legislation through the Senate.

[Learn more about our customer experience research](#)

Looking back on the 2016 election and the presidential transition

This week marks two important one-year anniversaries for our democracy: the 2016 presidential election and the peaceful transfer of power from President Obama to President Trump. One of the key duties of a new president is staffing the administration, and we have been following the progress of these critical leadership positions. Check out our appointee tracker, which we produced and continually update with The Washington Post, and our other transition-related resources.



[Trump appointee tracker](#)

[Center for Presidential Transition](#)

[Agency transition guide](#)



IBM report identifies seven key factors to improve government

For federal agencies to enhance mission delivery with fewer resources, they need to identify ways to improve operational performance. The IBM Center for The Business of Government has released a new report, "Seven Drivers Transforming Government," that examines the key areas agencies should focus on to improve organizational culture and implement reforms with lasting impact.

[See the report](#)

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Winter 2018

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Upcoming series: December 5-7

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From: Randal O'Toole
Sent: 7 Aug 2017 23:50:23 -0400
To: Gibbs, John
Subject: TIF
Attachments: PA676TIF.pdf

Hi,

It was great to meet you tonight. I hope you enjoyed our program.

Attached is my paper on tax-increment financing. Let me know if you have any questions. I also have some papers on disparate impact if you are interested.

Best,

Randal
Cato Institute
26344 SW Metolius Meadows Drive
Camp Sherman, Oregon 97730
541-595-1460
(b)(6) cell
<http://ti.org/antiplanner>

Policy Analysis

No. 676

May 18, 2011

Crony Capitalism and Social Engineering The Case against Tax-Increment Financing

by Randal O'Toole

Executive Summary

Tax-increment financing (TIF) is an increasingly popular way for cities to promote economic development. TIF works by allowing cities to use the property, sales, and other taxes collected from new developments—taxes that would otherwise go to schools, libraries, fire departments, and other urban services—to subsidize those same developments.

While cities often claim that TIF is “free money” because it represents the taxes collected from developments that might not have taken place without the subsidy, there is plenty of evidence that this is not true. First, several studies have found that the developments subsidized by TIF would have happened anyway in the same urban area, though not necessarily the same location. Second, new developments impose costs on schools, fire departments, and other urban services, so other taxpayers must either pay more to cover those costs or accept a lower level of services as services are spread to developments that are not paying for them.

Moreover, rather than promoting economic development, many if not most TIF subsidies are used for entirely different purposes. First,

many states give cities enormous discretion for how they use TIF funds, turning TIF into a way for cities to capture taxes that would otherwise go to rival tax entities such as school or library districts. Second, no matter how well-intentioned, city officials will always be tempted to use TIF as a vehicle for crony capitalism, providing subsidies to developers who in turn provide campaign funds to politicians.

Finally, many cities use TIF to persuade developers to build “new-urban” (high-density, mixed-use) developments that are supposedly greener than traditional designs but are less marketable than low-density suburbs. Albuquerque, Denver, Portland, and other cities have each spent hundreds of millions of dollars supporting such developments when developers would have been happy to build low-density developments without any subsidies.

TIF takes money from schools, fire departments, libraries, and other urban services funded by property taxes. By eliminating TIF, state legislatures can help close current budget gaps and prevent cities from taking even more money from these urban services in the future.

Randal O'Toole is a senior fellow with the Cato Institute and author of The Best-Laid Plans: How Government Planning Harms Your Quality of Life, Your Pocketbook, and Your Future.

CATO
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**Indeed,
15 percent of
Brown's salary
when he was
Oakland's
mayor came
from the city's
redevelopment
agency.**

Introduction

When Jerry Brown took office for the second time as governor of California in 2011, the first thing he did was propose to eliminate the state's 400 urban redevelopment agencies.¹ Run by the cities and (in a few cases) counties, these agencies siphoned \$5.7 billion away from schools and other tax entities into municipal coffers in 2009.² Brown suggested that eliminating the agencies would be a major step toward helping the state close its \$28 billion deficit.

Brown was intimately familiar with redevelopment agencies: as the mayor of Oakland from 1999 to 2007, he had doubled the size of the city's redevelopment districts.³ Although redevelopment funds are legally dedicated to fighting blight and promoting economic development, the *Los Angeles Times* noted that cities often used them "as emergency ATMs to pay for core services, including police, fire and code enforcement, and sometimes the mayor's salary." Indeed, 15 percent of Brown's salary when he was Oakland's mayor came from the city's redevelopment agency.⁴

In California and 48 other states, most urban redevelopment is paid for using tax-increment financing (TIF), a taxing method invented by the California legislature in 1952. As described in detail below, tax-increment financing uses the property (and sometimes sales or income) taxes collected from new developments to subsidize those very developments. It is also a way for cities to enhance their budgets at the expense of schools and other government entities. Redevelopment "seemed kind of magical," Brown himself stated when mayor of Oakland. "It was the way that you could spend on stuff that they wouldn't otherwise let you."⁵

More than three out of four California cities and nearly a third of California counties use TIF. Moreover, TIF is rapidly growing outside of California. From 1990 through 1995, American cities sold \$10.2 billion worth of bonds backed by TIF, more

than 80 percent of which was for California.⁶ In the late 2000s, cities sold nearly \$20 billion worth of TIF bonds, and California's share had declined to less than 64 percent.⁷ While California TIF bonds grew by 55 percent, TIF bonds in other states grew by 260 percent.

TIF has become a popular way for cities to subsidize all sorts of private developments, ranging from residential subdivisions to shopping malls and from streetcar lines to sports stadiums. The wide variety of ways TIF funds are spent is illustrated by the following news items that appeared in just one month in 2010:

- Belleville, Illinois, gave a car dealer \$152,000 in TIF money "to help the dealership reinstate its General Motors franchise."⁸
- Not to be outdone, La Quinta, California, spent \$2.3 million helping to remodel a car dealership and build a new showroom so the dealer could maintain its Kia franchise.⁹
- The St. Louis suburb of Bridgeton gave THF Realty \$7.2 million in TIF money to cover more than 30 percent of the cost of developing a WalMart store.¹⁰
- The Dallas suburb of Farmers Branch agreed to sell land to WalMart for less than a third of what the city paid for the land. Counting the costs of clearing the land and providing infrastructure, the town lost close to \$6 million on the deal, which it hopes to recoup in TIF revenues from the property.¹¹
- San Diego set aside 20 percent of tax increment revenues in downtown for affordable housing.¹²
- San Diego also plans to use what it openly admits is a "legal trick" to use TIF money—by law dedicated to fixing blight—to house homeless people.¹³
- St. Louis plans to use TIF money to help build a 4-mile streetcar line.¹⁴
- Fort Worth also plans to use TIF money to build a streetcar line.¹⁵
- Dallas plans to partly cover the oper-

ating losses of its new streetcar line with TIF money.¹⁶

- The Ann Arbor Downtown Development Authority gave a delicatessen \$407,000—effectively the next 15 years of the deli’s anticipated property taxes—to help it expand.¹⁷ To get these funds, the deli owners had to ask the city to declare its property a “brown-field” even though it wasn’t really polluted. “It’s economic development,” said an Ann Arbor planner, “It’s not about environmental cleanup.”¹⁸
- The developer of a \$2.3 million six-screen cinema in Freeport, Maine, asked for \$700,000 in TIF money, without which the “the project will not be feasible.”¹⁹ (The developer ended up accepting a mere \$200,000 in TIF funds, but this is just part of nearly \$20 million in subsidies given to the shopping mall in which the theater is located.²⁰)
- Escondido, California, gave \$10 million plus land to a developer for a hotel.²¹
- The Memphis Industrial Development Board provided \$45 million in TIF money to support construction of a “full-service luxury” Hilton Hotel.²²
- Chicago used tax-increment financing to contribute \$54 million to the construction of a \$151 million shopping mall that included Target, Aldi, Subway, and other stores.²³
- Fishers, a suburb of Indianapolis, provided \$45 million in TIF funds to support a \$335 million mixed-use shopping mall.²⁴
- Sandy, Oregon, is spending \$30,000 in TIF money to hire artists to paint a 12-by-60-foot mural featuring the town’s history.²⁵

The 2005 Supreme Court decision in *Kelo v. New London* raised public awareness of how cities abuse eminent domain to benefit wealthy developers. But TIF is eminent domain’s little-known partner: without TIF, few cities could afford to use eminent

domain to take people’s land for so-called economic development projects. This is one more reason legislatures should remove TIF from the list of tools cities can use to raise money.

How TIF Works

To obtain TIF funds, a city (or, in most states, a county) must draw a line around an area it wants to redevelop. This may be called an urban renewal district, a redevelopment district, or simply a TIF district.

At the time the TIF district is created, the property taxes generated by that area become the base taxes, and those taxes will continue to fund schools and other services for the lifetime of the district. But from that day forward, any increases, or increment, in taxes—whether from new development or from the increased value of existing land and developments—are retained by the urban-renewal agency for redevelopment.

While 31 states require the municipality to find that the area within the district is “blighted,” as anyone familiar with the eminent domain issue knows, the determination of what is “blighted” is often contentious. Not only do 18 states not require a blight determination, at least 16 others weakened their blight requirements in the decade before the *Kelo* decision.²⁶

In Missouri, neighborhoods have been declared blighted simply because the homes were older than 35 years.²⁷ When homeowners in a Michigan city argued that their neighborhood was not blighted, the city planner responded that “‘blighted’ does not mean shabby or marked for demolition. It simply means the area has revitalization potential.”²⁸ That definition effectively eliminates the blight requirement for any city whose only goal is to increase tax revenues.

Some states allow cities to create TIF districts for reasons other than blight. Idaho, for example, allows cities near state borders to create TIF districts if they are at a competitive disadvantage with cities in neighbor-

TIF is eminent domain’s little-known partner: without TIF, few cities could afford to use eminent domain to take people’s land for so-called economic development projects.

Defaults on TIF bonds are rare because cities have many ways of capturing taxpayer funds to pay for TIF.

ing states. The city of Post Falls used this to justify putting 40 percent of the land area of the city in a TIF district. Yet according to the Idaho State Tax Commission, Idaho's overall tax burden is significantly less than Washington's.²⁹ It seems likely that Post Falls's TIF districts attracted more business away from nearby Idaho cities, such as Coeur d'Alene, than from Washington state. Significantly, Coeur d'Alene created two urban-renewal districts five years after Post Falls created its first district, and two other nearby towns also recently created TIF districts.

Some states require little more than a public hearing to create a TIF district; others may require a study to determine if redevelopment is feasible. Only one state, Georgia, requires cities to ask voter approval to create a TIF district. Georgia also requires cities to obtain the consent of other taxing entities that overlap with the district.³⁰

Though 13 states have no limit, most states limit the life of the district to between 20 and 50 years. Planners typically estimate what the tax increment will be over that time period. The city then sells bonds that can be repaid by that increment and spends the revenue from the bonds to purchase properties and clear existing structures. All but eight states and the District of Columbia allow cities to use eminent domain to compel landowners to sell property within TIF districts.³¹

Once existing structures are cleared, most cities also use TIF funds to make improvements within the district. Cities often build infrastructure such as streets, sidewalks, parks, sewers, water, and parking garages—infrastructure that developers would normally pay for themselves. The city then sells the land to developers, typically for far less than the city has invested.

In lieu of providing infrastructure, cities sometimes give some of the bond proceeds directly to the developers. In other cases, particularly transit facilities, sports stadiums, and convention centers, the city builds the actual structures and then manages, leases, or sells them.

There are many variations. In addition to property taxes, 17 states allow municipalities to dedicate incremental sales taxes to redevelopment, and three states allow them to dedicate incremental income or payroll taxes to redevelopment.³² Most states allow cities to create pay-as-you-go TIF districts, spending the incremental taxes (or any surplus tax revenues after making bond payments) on district improvements each year. In many such cases, the developer pays for the infrastructure and then the city rebates the incremental property and/or sales taxes until the developer's costs have been covered.

Some states limit the amount of land a municipality can put in a TIF district. Oregon, for example, allows cities to put no more than 25 percent of their land area in a TIF district. Other states have no limit, and cities such as Mission Viejo, California; Port Richey, Florida; and Wheaton, Illinois, have either placed or proposed to place all land within their city limits in a TIF district—effectively claiming (since those states all have blight requirements) that 100 percent of the city is blighted.³³

In addition to providing funds for redevelopment, TIF districts generally insulate cities from failure. Although most redevelopment agencies are run by boards of directors whose members are identical to the city councils, they are considered separate entities. If a TIF district fails to collect enough incremental taxes to repay its bonds, it can default on the bonds without jeopardizing the city's bond rating. This allows cities to take on high-risk projects that developers might avoid even if they were guaranteed no increases in property taxes.

In 1991, the Englewood, Colorado, Urban Renewal Authority defaulted on \$27 million worth of bonds sold in 1985 to support a retail development that failed and was eventually bulldozed.³⁴ Bondholders, not taxpayers, paid the price. But this does not mean that TIF is a good deal for taxpayers. In fact, such defaults are rare because cities have many ways of capturing taxpayer funds to pay for TIF.

First, in many states, TIF agencies get rewarded for inflation. As property values increase due to inflation, TIF revenues rise even if the district does nothing to improve the area. Normally, such increased revenues would be used by schools and other tax entities to offset increased costs, but since the TIF districts are capturing those revenues, other tax districts must either raise taxes or cut back on services.

In some states, property taxes are indexed to government budgets, not to inflation, so increased property values do not automatically boost TIF revenues. But TIF agencies have other ways of using fluctuating property values to capture revenues. For example, in Idaho, when property values decline (as they did in the recent recession), the base value of the property (the portion whose taxes go to schools and other traditional tax entities) also declines. When property values recover, the base value remains at its lowest level, so TIF districts capture “incremental” tax revenues that, prior to the recession, had gone to other tax districts.

Second, in most states, TIF districts gain when other tax entities persuade voters to increase taxes. Say a school or library district convinces voters to pass a bond levy that increases taxes by \$1 for every \$1,000 of property value. Taxes are increased both inside and outside of the TIF districts, but the increased revenues inside the TIF districts go to TIF, not to the school or library district.

For example, in 2006, voters in a fire district in Northglenn, Colorado, agreed to increase the local fire district’s tax rates, an increase that the fire district admitted was needed mainly because local TIF districts had taken so much money from the fire district. Yet the increase also increased TIF revenues, effectively rewarding the urban-renewal agency for taking money from the fire district.³⁵

Third, TIF districts get credit for development that would have taken place in the district anyway. If a city creates a TIF district out of a neighborhood that is already being gentrified by private developers, all the taxes on new development in the neighborhood

go to the TIF district even though that development would have taken place without the TIF district.

Fourth, TIF districts get credit for development that takes place within their boundaries that would have taken place somewhere nearby anyway. In a growing region, new homes, shops, offices, and other developments will be built somewhere. TIF subsidies may attract such development to the district at the expense of development somewhere else in the region. The result is no net increase to the region’s total tax base, but a net decrease to the tax revenues for schools and other entities that must compete with the TIF agencies for funds.

History of Urban Renewal

Urban renewal in America can be traced back to the Housing Act of 1949. This law was a response to a profound transformation that American cities were undergoing after World War II. Prior to the war, millions of mostly working-class families lived in high-density housing—sometimes called “tenements”—in the inner cities. Few of these families owned automobiles, and instead workers commuted on foot or by streetcar to nearby factories. Greenwich Village, the neighborhood celebrated in Jane Jacobs’s *Death and Life of Great American Cities*, was a typical example of such a working-class neighborhood.

In the decades after the war, the vast majority of these families moved to single-family homes in suburbs typified by Long Island’s Levittown. Two things prompted this change. First, in contrast to pre-war factories, which could be installed in multi-level factory buildings, the moving assembly lines pioneered by Henry Ford in the production of the Model T were horizontal, requiring large areas of land. As more industries adopted these techniques, they moved to suburban areas where land was less expensive but where few people would live within walking distance of the factories.

If a city creates a TIF district out of a neighborhood that is already being gentrified, all the taxes on new development go to the TIF district even though that development would have taken place without TIF.

**Because so many
of the families
displaced by
urban renewal
were black,
James Baldwin
dubbed it “Negro
removal” in 1963.**

Second, working-class wages grew while the cost of driving declined, so working-class families quickly acquired automobiles. In 1930, only about half of American families had an automobile, and these were mainly middle-class (white-collar) and upper-class families. By 1960, nearly 80 percent of American households owned one or more automobiles, giving workers the mobility they needed to live in single-family homes that might be several miles from their jobs.³⁶

As working-class families moved out of the cities, rents on tenement housing declined. In many cases, such housing became occupied by African Americans who, due to racial discrimination, had some of the lowest incomes in the nation. Landlords failed to keep this housing in a state of good repair because they faced high vacancy rates and collected low rents from occupied units.

Central city officials were naturally concerned about the declining incomes in and tax revenues from these neighborhoods, which they called “blighted.” They worried that property owners had disincentives to replace or “gentrify” the slums because the value of any new buildings would be dragged down by the continuing decline of adjacent structures. Racial segregation played a role in this assumption, as in that era many whites refused to live in even luxury housing if it was next door to homes occupied by blacks.

Urban leaders tried to use the power of government to fix this problem. They persuaded Congress to provide for “slum clearance” in Title I of the Housing Act of 1949.³⁷ Over the next 25 years, 992 cities received grants to carry out 2,532 urban renewal projects.³⁸ Adjusted for inflation to today’s dollars, these grants totaled more than \$50 billion.³⁹ Title I also encouraged cities to use eminent domain to acquire all of the properties on one or more city blocks. Cities would clear all of the structures on these properties and then offer them to developers to replace en masse instead of one at a time.

The law soon came under intense criticism, partly due to its contradictory goals.

While Title I focused on slum clearance, it was part of a law whose ostensible goal was to ensure decent, affordable housing for all Americans. Thus, Title III of the law called for the construction of up to 810,000 units of low-rent public housing—with the caveat that no more than one unit of public housing could be built for each unit of slum housing cleared. In actual practice, Congress funded far less public housing than the law authorized.⁴⁰

Moreover, the lag time between slum clearance and the completion of whatever developments replaced the slums averaged 12 years. This meant that most of the low-income people displaced by slum clearance were forced to find other housing on their own, usually at a higher cost and often no better in quality. By 1961, Title I had destroyed four times as many units of housing as Title III had built.⁴¹ Because so many of the displaced families were black, James Baldwin dubbed urban renewal “Negro removal” in 1963.⁴²

While race may have been a factor in such programs, the real goal, worthy or not, was to increase property values and tax revenues. Some have argued that urban renewal “was a program designed to demolish poor people’s housing in the hope that the people would just go away.”⁴³ But the fact is that many of the people were going away anyway, mostly to the suburbs. An inventory of 400,000 housing units cleared or scheduled to be cleared under Title I as of 1966 found that 25 percent of them were vacant, suggesting that a surplus of dense urban housing was a real problem, as people abandoned such housing for low-density suburbs.⁴⁴

Between 1950 and 2000, the populations of most major central cities, from Albany, New York, to Youngstown, Ohio, declined by 25 to 60 percent even as the urban areas in which those cities are located grew.⁴⁵ Critics blame this “hollowing out of American cities” on federal policies. However, as University of Chicago historian Robert Brueggemann observed in *Sprawl: A Compact History*, these trends began before Congress passed

Title I of the 1949 Housing Act and continued long after Congress repealed it.⁴⁶ They resulted from changes in transportation costs, incomes, and tastes.

Beyond the housing issue, critics asked whether government was capable of improving cities at all. In 1961 Jane Jacobs argued that many of the so-called slums that cities wanted to clear were, in fact, vibrant neighborhoods, and that the developments that were built to replace them were “truly marvels of dullness and regimentation, sealed against any buoyancy or vitality of city life.”⁴⁷

In 1964 economist Martin Anderson’s book *The Federal Bulldozer* charged that urban renewal was not even accomplishing its goal of improving cities. Instead, he said, slum clearances merely pushed slums into other parts of the cities while the projects that replaced the slums failed to increase the overall tax revenues collected by cities.⁴⁸ In fact, many of the areas cleared were not redeveloped for many years, if ever, thus resulting in permanent, or at least long-term, loss in tax revenues.⁴⁹

Largely due to such criticism, Congress ended the Title I program in 1974. By that time or soon after most of the surplus dense urban housing that had crowded American cities after World War II had been removed either by government action or through private gentrification. In fact, according to Purdue historian Jon Teaford, most urban renewal was done by private enterprise without federal assistance.⁵⁰

With the problem solved and federal funds evaporated, government-sponsored urban renewal efforts should have ended. Yet hundreds of cities had created redevelopment agencies, and these agencies had an urge to survive for a variety of bureaucratic and political reasons. All they needed was a funding source, and that funding source was provided by tax-increment financing. Under TIF, cities can sell bonds and repay those bonds from the increased property taxes collected from the new development and enhanced property values.

Although California invented TIF in 1952, most states continued to rely on fed-

eral funding as long as that funding was available. At the time Congress repealed Title I of the 1949 Housing Act in 1974, only 8 other states—Rhode Island, Nevada, Oregon, Utah, Florida, Iowa, Connecticut, and North Dakota—had passed laws allowing cities to use TIF. But within five years after Congress repealed the law, 15 more states passed TIF laws, and today all states but Arizona allow cities to use TIF.⁵¹

The Politics of TIF

Though the original need for urban renewal is gone, the tools of TIF and eminent domain remain. Given a hammer, everything becomes a nail, and given the opportunity to use TIF, every neighborhood becomes blighted.

It is possible that some neighborhoods are genuinely blighted, and it is also possible that even in this enlightened age of lower racial tensions a neighborhood can be so blighted that property owners could not themselves gentrify the area. Yet it is clear that the promoters of the urban-renewal programs found in almost every major city have aims that are independent of blight or the need for government intervention to correct market failures.

First, city managers view school districts, fire districts, and other agencies funded out of property taxes as rivals for the limited tax dollars paid by the public. TIF offers cities an easy way to capture a larger share of these funds from their rivals. For example, if a city is short of funds for maintaining streets, it can create a TIF district and use TIF revenues for street maintenance in that area, leaving the rest of the city’s street maintenance budget available for a smaller area.

Second, elected officials use TIF to engage in crony capitalism, that is, to provide tax subsidies to favored developers. This reduces the risk to developers, who naturally respond by making campaign contributions to the officials when they run for re-election.

Third, urban planners use TIF to practice social engineering, promoting develop-

Within five years after Congress stopped funding urban renewal, 15 states had passed TIF laws.

Once one hotel, office building, or housing complex is built with TIF subsidies, developers are not likely to want to build competing projects without similar subsidies.

ments that may be less marketable but that follow the latest urban-planning fads. Ironically, the current fad is high-density, mixed-use developments in a conscious imitation of the neighborhoods that were demolished by urban-renewal projects in the 1950s and 1960s.

Competing for Dollars

Cities, like fire districts, schools, libraries, and other government entities, depend on tax dollars and often rely on the same property and sales taxes. In many states, cities can increase tax rates only by persuading voters that they deserve more taxes. But Georgia is the only state that requires cities to ask voters to approve tax-increment financing, so most cities can use TIF to increase their revenues at little political cost.

City officials often present TIF as “free money” because, they suggest, the tax increment would not have taken place without the bond-funded improvements to the area. But this is far from true. First, due to inflation, tax assessments within the district would likely have increased even without any actions by the city. Since inflation also increases costs, schools and other government entities dependent on taxes end up paying higher costs to serve the district but do not collect higher revenues to cover those costs. This means that taxpayers outside the district must either pay higher taxes to support the district or accept a lower level of services in their own neighborhoods.

Second, studies show that urban renewal is not a positive-sum game. In other words, the developments stimulated by TIF-supported urban renewal projects would have happened somewhere in the urban area.⁵² At most, all TIF does is relocate those projects to the redevelopment district. Thus, TIF does not increase the level of economic growth or the taxes generated by that growth; all it does is direct some of those taxes to the city that creates the redevelopment district rather than to schools,

other cities in the urban area, or other tax districts.

At least one study has concluded that TIF is a negative-sum game; that is, that the extra tax burden imposed by TIF causes cities to grow slower than cities that do not use TIF, particularly if the TIF is used to support retail and other commercial uses.⁵³ While the urban-renewal district itself may grow, “commercial TIF districts reduce commercial property value growth in the non-TIF part of the same municipality.”⁵⁴

There are two reasons why TIF might actually reduce a region’s economic growth. One is that the increased tax burden (or reduced level of funding for schools or other public services) makes the region less attractive to new businesses. Another is that TIF creates what economists call a “moral hazard” for developers: once one hotel, office building, or housing complex is built with TIF subsidies, developers are not likely to want to build competing projects that are not supported by similar subsidies.

If TIF is a zero- or negative-sum game, then schools and other taxing entities would receive greater revenues without the TIF district than with it. Any new residences in the TIF district that have children will impose higher costs on schools. Any new developments in the district will impose higher costs on fire, police, and other services that rely on tax revenues. Thus, the costs of these government agencies will increase, but their revenues will not. As in the case of inflation, this gives other taxpayers a choice of paying higher costs or receiving less urban services.

Schools, fire districts, and other entities that compete for tax dollars are often acutely aware of the effects of TIF on their budgets. The chair of the commission for Multnomah County (where Portland, Oregon, is located) says that the county has had to cut its budgets for health, public safety, libraries, and other programs for nine straight years because Portland TIF districts took so much money from the county. “The cost of our services grows at a much faster rate than the revenues coming in,” he said.⁵⁵

Some states allow counties and other tax districts to opt out of TIF districts. For example, Sedgwick County (where Wichita, Kansas, is located) recently voted against a Wichita TIF district to support a grocery store. The city may still create the district, but the county's share of incremental taxes would go to the county, not the district.⁵⁶

When a fire district in Colorado sought a \$2 million per year tax increase from local voters in 2006, a representative of the district explained that TIF had taken \$1.4 million away from the district.⁵⁷ Near Columbus, Ohio, Norwich Township objected to a TIF district to support a housing development "because it not only siphoned tax revenue from the township, it also saddled the township with additional residences that would need fire protection."⁵⁸

Voters may be more inclined to vote for better schools or fire protection than for subsidies to developers, but when they vote to compensate other entities for lost TIF money, they are effectively supporting subsidies to developers.

Crony Capitalism

It is likely that no American city exemplifies the meaning of "crony capitalism" better than Chicago, which for many years was run by a political machine controlled by Richard J. Daley. Daley died in 1976, two years before Illinois legalized the use of TIF. The first Chicago mayor to use TIF was Harold Washington, the city's first black mayor, whose goal was to rehabilitate slum neighborhoods inhabited mainly by blacks and other minorities.

After the late Mayor Daley's son, Richard M. Daley, became mayor in 1989, he transformed TIF into a source of political power. By the time he left office in 2011, nearly a third of the city was in one of 160 TIF districts. The \$500 million per year collected by those districts represented one-sixth of the city's budget. Far from focusing on blight, most of the revenues came from

TIF districts in and around the city's booming downtown. TIF became known as "the mayor's slush fund," because Daley used the money to reward developers who supported him and denied funds to wards represented by aldermen who opposed him.⁵⁹

Daley kept TIF budgets secret—individual aldermen were only allowed to know how TIF money would be spent in their own wards.⁶⁰ When reporters for the *Chicago Reader* obtained the budget through a Freedom of Information Act request, they were able to document that many of the subsidies were going to developers who had made large contributions to Daley's political campaigns, or had other business relationships with Daley and his political allies. "TIFs aren't just a tool for economic development. They're a tool for consolidating power," reported the *Reader*. "At least half a dozen aldermen have told us that mayoral aides pressure them on key votes . . . by either promising to give their wards more TIF dollars or threatening to take TIF dollars away."⁶¹

Now that Daley has left office, his replacement, Rahm Emanuel, has promised to reform the program. But he isn't willing to abolish TIF, as several aldermen have proposed, because he thinks it can still be effectively "used for blighted or underserved parts of the city." The problem is that, even if Emanuel uses TIF for those purposes only, one of his successors is likely to follow Daley's example by using TIF to consolidate political power.

Chicago is far from the only city in which TIF is used for crony capitalism. In 2004 newspaper reporters in Portland, Oregon, revealed the existence of a "light-rail mafia" consisting of politicians, rail contractors, and developers who relied on TIF both to help pay for new rail construction and for redevelopment of neighborhoods near rail stops.⁶²

For example, from 1991 to 1998, the general manager of Portland's transit agency, TriMet, was Tom Walsh, whose family owned Walsh Construction, which specialized in redevelopment of inner-city neighborhoods. Under Walsh's leadership, TriMet planned

"TIFs aren't just a tool for economic development," says the *Chicago Reader*; "they're a tool for consolidating power."

While the nation's two largest sporting goods chains have received hundreds of millions of dollars in TIF subsidies, the CEO of the third-largest says such subsidies are "anti-competitive and fundamentally inappropriate."

and built several new rail lines. The city of Portland then used TIF to subsidize developments along the rail lines, many of which were built by Walsh Construction. When the leading advocate of TIF on Portland's city council, Charles Hales, was challenged by a well-financed opponent of such subsidies, Hales was able to quickly raise tens of thousands of dollars for his campaign from developers who received TIF subsidies. Walsh Construction, for example, gave Hales \$5,000.⁶³

In addition to using TIF to increase their power, some companies rely on TIF to give them an advantage over their competitors. Over the last decade, Bass Pro Shops, the nation's second-largest sporting goods chain, has obtained more than \$560 million worth of tax subsidies, mostly TIFs (including rebates of sales taxes, a form of pay-as-you-go TIF), from 25 different communities.⁶⁴

Cabela's, the nation's largest sporting goods chain, reports that, "Historically, we have been able to negotiate economic development arrangements relating to the construction of a number of our new destination retail stores, including free land, monetary grants and the recapture of incremental sales, property or other taxes through economic development bonds, with many local and state governments."⁶⁵ Among other TIF subsidies, the company obtained \$61 million from Buda, Texas; \$54 million from Reno; \$40 million from Kansas City; \$32 million from Fort Worth; \$21 million from a community near Reading, Pennsylvania; and \$12 million from Rapid City, South Dakota.⁶⁶

In contrast, Gander Mountain—which competes with both Bass Pro Shops and Cabela's—opposes TIF and other subsidies and attempts to build its stores without them. This may be one reason that Gander Mountain is only the nation's third-largest sporting goods chain. "We consider these demands [for subsidies] to be anti-competitive and fundamentally inappropriate," says Gander Mountain CEO Mark Baker, who points out that "incentives to lure retail into a community often do harm to businesses already located in the area."⁶⁷

Social Engineering

Many urban planners believe there is a pent-up demand for living in "new-urban" developments: high-density, mixed-use developments served by transit lines. Planners believe such projects are less auto-oriented and therefore more environmentally sound. According to these planners, developers have failed to meet the demand for mixed-use density developments because existing zoning codes require separation of residential from commercial uses.

Yet when planners rezoned areas to allow such developments, few were built and even fewer were successful. Surveys repeatedly show that the vast majority of American homebuyers prefer suburbs over higher-density projects.⁶⁸ Since developers weren't voluntarily building transit-oriented developments, planners in Albuquerque, Denver, Portland, and many other cities have turned to TIF to effectively compensate developers for the lower marketability of new urban developments.

Portland, Oregon, has built numerous new-urban developments (also known as transit-oriented developments), and Portland planners often claim that these developments were stimulated by the opening of new light-rail and streetcar lines.⁶⁹ In reality, when Portland's first light-rail line opened for business in 1986, the city zoned much of the land near light-rail stations for high-density development. Ten years later, city planners sadly reported to the Portland City Council that "we have not seen any of the kind of development—of a mid-rise, higher-density, mixed-use, mixed-income type—that we would've liked to have seen" along the light-rail line. City commissioner Charles Hales noted, "we are in the hottest real estate market in the country," yet city planning maps revealed that "most of those sites [along the light-rail line] are still vacant."⁷⁰

To correct this, Hales persuaded the city council to use TIF and other subsidies to encourage developers to build transit-oriented developments. Today, Portland routinely cre-

ates urban-renewal districts along all of its light-rail and streetcar lines so it can use TIF funds to promote high-density development along those lines. Portland's famous Pearl District alone received more than \$170 million in subsidies, mostly financed by TIF.⁷¹

Before the recent recession, the Denver metro area had "the highest housing prices of any state without a coastline," observed Denver Chamber of Commerce CEO Tom Clark. So, when the city replaced Stapleton Airport with Denver International Airport in 1995, developers would have been ecstatic to build conventional low-density housing in the 4,700 acres vacated by Stapleton.⁷² However, the city wanted a new-urban community, so it offered developers \$294 million in subsidies to build at higher densities.⁷³ Though "affordably priced," the higher-density units in the development were "slow to sell."⁷⁴

Albuquerque is another western city that has been rapidly growing in recent decades. In the 1980s, the state of New Mexico decided to make nearly 13,000 acres of vacant state land adjacent to the city available for development. Rather than allow developers to build for the market, the state hired Peter Calthorpe, a leading new-urban planner, to design a high-density community called Mesa Del Sol. The developer expects to spend more than \$600 million on roads, water, sewer, and other infrastructure. Instead of passing these costs onto home and other property buyers, as would be done in a normal suburban development, the developer will cover most of these costs out of 67 percent of city property and gross receipts taxes (similar to sales taxes) and 75 percent of state gross receipts taxes collected from the development over the next 25 years.⁷⁵

When a Houston developer considered the idea of building a high-density, mixed-use development in that city, he reviewed such developments in other cities and "discovered the ones that were economically successful were the ones that had government help." Since no such help was coming from the city of Houston, the developer decided not to build one there.⁷⁶

TIF by the Numbers

TIF is "the fastest-growing part of the [city of Chicago] budget," observes Chicago Mayor Rahm Emanuel.⁷⁷ That appears to be true of many other cities as well. While there is no central clearinghouse for TIF data, the data that are available suggest that the use of TIF is rapidly growing throughout the nation.

- California property taxes going to TIF grew from \$1.5 billion in 1995 to \$5.7 billion in 2009, representing a 10 percent annual growth rate.⁷⁸
- Oregon property taxes going to TIF grew from \$65 million in 1998 to \$212 million in 2010, representing a 10.4 percent annual growth rate.⁷⁹
- Idaho property taxes going to TIF grew from less than \$20 million in 2000 to more than \$52 million in 2009, representing an 11.4 percent annual growth rate.⁸⁰
- TIF bond sales grew from about \$1.7 billion per year in 1990–1995 to \$3.3 billion per year in 2005–2010, an annual growth rate of 4.6 percent.⁸¹

As shown in Table 1, bond sale reports for 2005–10 indicate that per-capita TIF bonds were highest in California, averaging \$57 per year, followed by Colorado, Connecticut, and Missouri. Actual TIF collections will be much greater than bond sales because TIF revenues must pay off past bonds, finance charges, and pay-as-you-go TIF. In California, TIF collections of more than \$5 billion per year are close to three times TIF bond sales of \$2.1 billion per year.

If California is any indication, there is room for much more growth in the other 48 states that allow cities to use TIF. The \$5.7 billion in TIF property taxes collected by California redevelopment agencies is roughly equal to the TIF funds collected by all other states combined. California's TIF collections were \$153 per resident in 2010. If all states put that much money per resident into TIF, TIF nationwide

If all states dedicated as much money per resident to TIF as California, TIF collections would be five times higher than today.

Table 1
TIF Bond Sales by State, 2005–10

State	TIF Bonds (\$ millions)	Annual Sales Per Capita (\$)
California	12,702.2	57.28
Colorado	845.7	28.05
Connecticut	544.0	25.77
Missouri	722.0	20.10
Kansas	325.1	19.22
Minnesota	558.4	17.67
Indiana	429.9	11.15
Iowa	191.5	10.61
Nevada	161.7	10.20
Georgia	554.3	9.40
Pennsylvania	636.7	8.42
Montana	48.2	8.24
Illinois	466.7	6.03
West Virginia	58.8	5.38
Ohio	323.3	4.67
Rhode Island	28.7	4.54
Utah	70.7	4.23
South Carolina	105.0	3.84
Mississippi	60.8	3.43
Texas	477.5	3.21
Michigan	154.0	2.57
Florida	240.8	2.16
Nebraska	21.6	2.01
Idaho	14.2	1.53
South Dakota	7.2	1.48
Oklahoma	25.7	1.16
Alabama	29.8	1.05
Arkansas	16.8	0.97
Tennessee	32.9	0.87
Oregon	17.9	0.78
North Dakota	3.0	0.77
Virginia	13.6	0.29
Wisconsin	8.1	0.24
Louisiana	5.0	0.19
Kentucky	1.2	0.04

Source: “TIF Bonds 2005 to 2010,” Securities Data Corporation spreadsheet, 2011.

revenues would total \$47 billion, or close to five times the current amount.

Figured another way, the share of California property taxes going to TIF has grown from about 2 percent in 1970 to nearly 12 percent today. If all states diverted 12 percent of property taxes to TIF, TIF collections would exceed \$56 billion, or more than five times current collections. At the 10 percent annual growth rates found in California, Idaho, and Oregon, nationwide TIF revenues will meet or exceed these levels in less than 20 years.

Reform or Repeal?

The benefits of tax-increment financing are questionable. Originally created to solve a problem that no longer exists, TIF is now being used by cities to

- Attract businesses to a specific neighborhood that probably would have located in a nearby area without any subsidy;
- Capture funds that voters think they have allocated to schools, fire departments, and other purposes in order to spend them on grandiose projects that have little net benefit; and
- Build neighborhoods that follow the latest planning fads, which could not be marketed without government subsidies.

Since most development attracted by TIF likely would have taken place in the same urban area, though not necessarily the exact same location, without TIF, every dollar going to a TIF project represents a dollar taken away from schools, fire districts, and other tax entities.

Despite this, the number of TIF districts and TIF revenues are both growing rapidly. In the short run, eliminating TIF will help states close critical budget gaps. In the long run, eliminating TIF will prevent cities from taking ever-increasing amounts of money from schools and other programs that are supported by property taxes.

Although California governor Jerry Brown has proposed to eliminate TIF in the Golden State, governors and lawmakers in other states will be tempted to merely try to reform TIF. Possible reforms could include

- Tightening the definition of “blight” or other rules limiting the use of TIF;
- Defining TIF formulas to ensure that TIF districts don’t automatically get more funds when other tax districts raise tax rates;
- Allowing other tax entities to opt out of TIF districts; and
- Requiring a vote of the people to approve or extend a TIF district.

There are two problems with any attempts to reform TIF. First, no matter how much legislatures may try to focus TIF on genuine examples of blighted neighborhoods, cities will find ways to get around such safeguards. Second, there is little evidence that city governments are better than private developers at determining the type and location of new development that cities need, and plenty of evidence that they are not as good. Instead of reforming TIF, state legislatures should simply repeal the laws that give cities and counties the authority to use it and similar tools to subsidize economic development.

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From: Goeglein, Tim
Sent: 1 Nov 2017 20:43:23 +0000
To: Gibbs, John
Cc: Brannon, Ashley
Subject: RE: Seeing John Gibbs for the schedule

Superb; all set pal; see you then

Tsg
+

From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Wednesday, November 01, 2017 4:34 PM
To: Goeglein, Tim
Cc: Brannon, Ashley
Subject: RE: Seeing John Gibbs

That works! Looking forward to it,



John Gibbs

Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Goeglein, Tim [mailto:Tim.Goeglein@fotf.org]
Sent: Wednesday, November 01, 2017 2:24 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Cc: Brannon, Ashley <Ashley.Brannon@fotf.org>; Goeglein, Tim <Tim.Goeglein@fotf.org>
Subject: Seeing John Gibbs

My pal

How about coming to our Focus office for coffee on

X Wed 15 Nov at 2pm?

Ok?

Cheers and regards and blessings

Tsg
+



Helping Families Thrive™

Tim Goeglein

Vice President for External and Government Relations
External Relations

tel: 202.546.0125

FocusOnTheFamily.com

From: Lucreda Cobbs
Sent: 26 Jun 2017 20:39:23 +0000
To: Gibbs, John
Subject: RE: Thanks
Attachments: LEO Report Fact Sheet.pdf, HPPC Policy Brief August 2016_final.pdf

John,

Please find the attached materials mentioned during our meeting. I also want to follow-up with you on the rapid rehousing and transitional housing discussion. If you are amenable, we are happy to come in for a conversation around this subject as well.

Sincerely,
Lucreda

Lucreda M. Cobbs, MBA
Senior Director, Policy and Legislative Affairs
Catholic Charities USA

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Alexandria, VA 22314
P: 703-236-6243 – direct line
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From: Gibbs, John [mailto:John.Gibbs@hud.gov]
Sent: Thursday, June 22, 2017 6:16 PM
To: Lucreda Cobbs <lcobbs@CatholicCharitiesUSA.Org>
Subject: RE: Thanks

Likewise, it was fruitful for us to learn about CCUSA. Thank you for coming.

Regards,

John Gibbs
Senior Advisor, Office of Community Planning & Development
U.S. Department of Housing and Urban Development
Office: 202-402-4445; Mobile: (b)(6)

From: Lucreda Cobbs [mailto:lcobbs@CatholicCharitiesUSA.Org]
Sent: Thursday, June 22, 2017 4:27 PM
To: Gibbs, John <John.Gibbs@hud.gov>
Subject: Thanks

John,

It was a pleasure to meet you. I hope that you agree that it was a good conversation. We look forward to future collaboration.

Sincerely,
Lucreda

Lucreda M. Cobbs, MBA
Senior Director, Policy and Legislative Affairs
Catholic Charities USA

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WILSON SHEEHAN
LAB FOR ECONOMIC
OPPORTUNITIES

The Fiscal Case for Refugee Resettlement

Key Findings Fact Sheet

The report found that the amount in taxes paid by refugees is greater than the fiscal costs of resettlement, demonstrating a **net benefit of refugee resettlement**. The report found that the amount in taxes paid by refugees resettled as adults at ages 18-45 during their first twenty years in the US is greater than the fiscal costs of resettlement, demonstrating a net benefit of refugee resettlement.



Overview

- Common argument is that US refugee programs are too expensive and are a financial burden for taxpayers
- January 27th, 2017 executive order from Trump Administration requests a cost report of the US Refugee Admissions Program, but **does not take into account potential benefits of refugees**
- **Refugee resettlement is a cost-beneficial proposition** over first 20 years in the US. Child refugees have even greater benefits

Key Findings

- Refugees entering the US as children **graduate high school and college at similar or higher rates** than their US born peers
- Refugees who entered the US between age 11 and 19 were as likely as their US born peers to **be in the workforce**
- Refugees' **use of social programs** (Medicaid, welfare, SNAP) **decreases over time** while **employment rates are higher** than US born adults



Conclusion

≈\$122,000 — ≈\$100,000 = \$21,195

In **taxes paid** per adult
refugee over course of
first 20 years in US

In initial resettlement
and social program
costs over time

In **net fiscal benefit** for
the United States per
refugee



EMERGENCY ASSISTANCE PREVENTS HOMELESSNESS

THE ISSUE

Homelessness in the United States is a persistent and significant public policy challenge. Each year more than 2.3 million people experience homelessness, 7.4 million people live “doubled up” with friends or family for economic reasons, and countless others are on the brink of homelessness. The prevalence of homelessness is of particular concern given its strong association with many negative outcomes. Homeless adults have four times the age-adjusted mortality rate of the general population, and are much more likely to be hospitalized or visit the emergency room. Homelessness is particularly devastating for children. One fifth of homeless children have been separated from their families, and one quarter suffer from depression. They are twice as likely to have a learning disability and to repeat a grade. Frequent moving is associated with lower test scores and reduced educational attainment. Furthermore, homelessness is very costly to society. The cost of providing shelter for individuals who become homeless for the first time is \$2,400 per person, and the public costs (including health care, police and incarceration, and welfare programs such as food stamps) exceed \$5,000 per person annually.

**MORE THAN 2 MILLION
PEOPLE ARE HOMELESS EACH
YEAR AND MORE THAN 7
MILLION LIVE “DOUBLED UP”
FOR ECONOMIC REASONS.**

CURRENT SOLUTIONS

Homelessness policy can be broadly divided into two categories: treatment and prevention. One common homelessness prevention strategy is to provide emergency financial assistance to people facing eviction in order to keep them in their place of residence. Nearly every major city has a hotline that helps those facing homelessness find financial assistance. Despite the large number of such programs and more than 15 million people calling for these services nationwide every year, little has been done to understand their impact on homelessness.

LEO’S STUDY

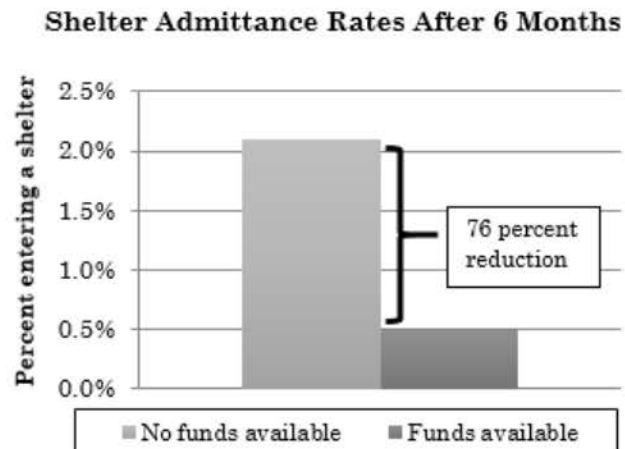
This study examines the impact of financial assistance by exploiting a natural experiment. The Homelessness Prevention Call Center (HPCC) in Chicago is one of the largest call centers in the nation, taking approximately 70,000 calls each year. The HPCC connects those at risk of homelessness with emergency financial assistance, but the availability of funding varies unpredictably on a day-to-day basis. Consequently, we can determine the impact of this financial assistance on homelessness by comparing shelter entry rates for those who call when funds are available to the rates for those who call when no funds are available. This study examines the impact of financial assistance for 4,500 individuals and families who called the HPCC between 2010 and 2012. In order to observe shelter entry for these callers, we link the call center information to administrative data on entries to and exits from homeless shelters in Chicago.

RESULTS

Our results show that emergency financial assistance prevents homelessness. As shown in this figure, eligible callers seeking assistance on a day when funding is available are 1.6 percentage points less likely to enter a shelter within 6 months than someone who calls when no funding is available, a reduction of 76 percent. Moreover, this effect persists: even a year after contacting the HPCC, those who call when funding is available are significantly less likely to become homeless. Our analyses also show that **the impact of financial assistance is largest for those with especially low income:** for this group calling the HPCC when funding is available reduces the likelihood of becoming homeless by 88 percent.

COSTS AND BENEFITS

Because many callers receive assistance for each case of homelessness avoided, this intervention can be costly. Our analyses indicate that the cost per homeless spell averted is about \$10,300. Because emergency financial assistance has a bigger impact for the lowest income individuals and families, the cost per homeless spell averted would be lower if the program were better targeted towards those for whom financial assistance is more effective at reducing homelessness. Our results for very low-income families indicate that the per person cost of averting a new case of homelessness would be about \$6,800.



The benefits of this intervention result from avoiding a number of costs associated with becoming homeless including: the cost of providing shelter and other housing services; the cost to society of addressing other needs that may arise due to homelessness; and other private costs to the individual. **We estimate the benefits of this intervention, not including many health benefits, to exceed \$20,000.**

IMPLICATIONS AND NEXT STEPS

This study is the first to show that emergency financial assistance significantly reduces homelessness. This finding has important implications for providers and policymakers:

- Call Centers across the country that do not have sufficient resources to serve their communities could improve the impact they have on preventing homelessness by targeting their limited resources to the families that have the greatest risk of homelessness—in particular, those with very low income.
- Policymakers should consider emergency financial assistance as an effective, evidence-based approach for preventing homelessness.

**EMERGENCY
FINANCIAL
ASSISTANCE REDUCES
HOMELESSNESS
BY 76 PERCENT AND
HELPS LOW-INCOME
PEOPLE THE MOST.**

For more details on this study, visit LEO's webpage at:
leo.nd.edu/research-initiatives/homeless-prevention